

**POLICE AND CRIME COMMISSIONER (PCC) FOR LINCOLNSHIRE  
REQUEST FOR DECISION**

**REF: 16/2019  
DATE: 18 July 2019**

<b>SUBJECT</b>	<b>NATIONAL ENABLING PROGRAMME PILOT</b>
<b>REPORT BY</b>	<b>Technology Futures Programme Director</b>
<b>CONTACT OFFICER</b>	<b>Superintendent Martyn Parker Technology Futures Programme Director 07939 996507</b>

## EXECUTIVE SUMMARY AND PURPOSE OF REPORT

The purpose of this report is to obtain approval for the immediate release of funding to the value of £130,768, from the Performance & Productivity reserve for Technology Futures to host the National Enabling Programme (NEP) Pilot.

The NEP seeks to deliver key changes that align with the Policing Vision 2025. The NEP will deliver three core elements. The first, O365 & Productivity Services, will remove barriers to operational efficiency; enable joint working and digital engagement with the public. The second, Identity & Access Management (IAM), will enable the secure access and sharing of information through a collaborative digital work environment spanning all Police Forces, other blue-light services and external parties. And the third, the National Management Centre (NMC), will provide centralized cyber expertise, tools and technologies, with the capability to detect, protect, monitor and respond to cyber threats 24/7 nationwide.

The successful programme delivery of the NEP in Lincolnshire will support agile and outward focused policing. It will enhance responsiveness to new and complex threats. It will improve the use of digital intelligence and evidence, and support the development of ways to deliver specialist capabilities. It will support collaborative working, and will facilitate joined up business delivery and support functions. It will also support the integration of public services where appropriate, and facilitate effective and efficient digital connectivity with the public. The NEP will also support Lincolnshire Police Force to work smarter and more innovatively countywide, by utilising the technology we have already invested in to collaborate with partner agencies and hard to reach members of our community.

The NEP is not mandated, but the imminent termination of support for Office 2010 licensing, and proactive approach in relation to cyber threats are key drivers for the adoption of the NEP. There are however many questions that should be answered before a decision regarding financial investment in the NEP can be made. As Technology Futures' overarching aim is to enable new digital ways of working, better collaboration with staff, members of the public, other forces and external parties we want to ensure any decisions made, in relation to the NEP and Office 2010 upgrade, are optimum and are based on evidence as opposed to hypotheses. The NEP Pilot is a means of obtaining answers and evidence of the benefits/dis-benefits the NEP will provide.

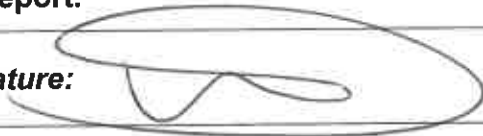
### RECOMMENDATION

***To approve the funding of £130,768 from the Performance & Productivity reserve to enable the NEP pilot to be completed.***

**POLICE AND CRIME COMMISSIONER FOR LINCOLNSHIRE**

I hereby approve the recommendation above, having considered the content of this report.

Signature:



Date:

18/7/19

**A. NON-CONFIDENTIAL FACTS AND ADVICE TO THE PCC**

**A1. INTRODUCTION AND BACKGROUND**

In this paper we make the case that the National Enabling Programme (NEP) will provide a viable solution for the upgrade of Office 2010, as well as delivering other benefits locally, effectively and efficiently, through the national solution and by adopting the associated licensing approach. However, at this stage, the recommended approach is unquantified and the benefits that could be acquired are merely hypothesised. The purpose of the NEP Pilot is to obtain evidence of what benefits and/or dis-benefits could be realised for policing, and to seek answers to questions relating to the procurement and contracting requirements associated with the NEP. To host the NEP Pilot, Tech Futures require immediate funds to the value of £130,768. The purpose of this paper is to obtain approval for the release of these funds.

The National Enabling Programme

The NEP seeks to deliver key changes that align with the Policing Vision 2025. Successful programme delivery will support agile and outward focused policing. It will enhance responsiveness to new and complex threats. It will improve the use of digital intelligence and evidence, and support the development of ways to deliver specialist capabilities. It will support collaborative working, and will facilitate joined up business delivery and support functions. It will also support the integration of public services where appropriate, and facilitate effective and efficient digital connectivity with the public. The NEP will support Lincolnshire Police Force to work smarter and more innovatively countywide, by utilising the technology we have invested in, to collaborate with partner agencies and hard to reach members of our community. The NEP consists of three core projects:

1. O365 & Productivity Services – is built on current collaboration and productivity tools to provide a national and standardised technology platform that delivers productivity applications at reduced cost.
  - Project aim is to remove barriers to operational efficiency, enable joint working and digital engagement with the public. This will be achieved by establishing a nationally standardised and secure technology platform that supports collaborative production of documentation and storage and management of these files, and email and file sharing.

- Capabilities include Office 365 collaboration technologies, tools and applications (e.g., Skype, Teams, Stream etc.); a standardised cloud platform; with access for all devices – desktop, tablet & mobiles.
2. Identity & Access Management (IAM) – is the security discipline that enables the right individuals to access the right resources at the right time. It will enable the secure access and sharing of information through a collaborative digital work environment spanning all Police Forces, other blue-light services and external parties. The SailPoint Solution<sup>1</sup> has been selected as a necessary IAM requirement for the delivery of the NEP model.
- Project aim is to enable seamless user access to local, regional and national information, network and applications, including cloud services efficiently and effectively.
  - Capabilities include a national process, standards and mechanism for managing police user IDs; enables forces to access each other’s systems; and streamline joiner/mover/leaver processes.
3. National Management Centre – Will provide centralised cyber expertise, tools and technologies, with the capability to detect, protect, monitor and respond to cyber threats, 24/7 nationwide.
- Project aim is to protect all UK police forces from cyber threats.
  - Capabilities include national cyber security service monitoring UK policing systems and keeping them secure; 24/7 cyber security services to forces; monitoring of threats and attacks occurring across public and private sectors – to pre-empt attacks and keep us secure; effective sharing of threat intelligence with other agencies; and monitoring user activity for irregular actions, downloads or activities.

### Reason for change

From the 13<sup>th</sup> October 2020, Office 2010 will no longer be supported by Microsoft. The imminent termination of support for Office 2010 licensing is one of the key drivers for the adoption of the NEP by Police Forces countrywide. Whilst on-premises servers and applications will continue to run, Office 2010 security updates and support options will no longer be available. This will mean forces will be vulnerable to security breaches. To mitigate such risks, Lincolnshire Police Force will need to negotiate and procure an alternative to replace Office 2010, either Office 2016 or O365 as part of the NEP agreed Memorandum of Understanding (MOU).

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<sup>1</sup> SailPoint will come as an additional cost however NEP has agreed a national price to deliver a professional suite of services with a rapid deployment.

## Our overarching aim

The overarching aim of Technology Futures is to enable new digital ways of working, better collaboration with staff, members of the public, other forces and external parties (e.g., video conferencing outside or our own networks). To assist in achieving this aim, Technology Futures would like to host an NEP pilot; a Technical Pilot in December 2019 and a larger Business Pilot from January to March 2020 but will need funding to do so. By hosting the NEP pilot, Technology Futures will be able to identify the optimum solution to the necessary upgrade of Office 2010, and provide evidence of the potential benefits/dis-benefits the NEP should provide.

## The options

The purpose of this document is to obtain approval for the release of funding, to the value of £130, 768, for Technology Futures to host the National Enabling Programme (NEP) Pilot; to trail the cloud-based utilisation and capability of O365 and review IAM capabilities of SailPoint solution. Immediate funding to host the pilot is required, as the preparatory work to ready the infrastructure is already underway. A technical pilot is scheduled to commence in December 2019, with a larger business pilot scheduled to take place between January and March 2020; the pilot must be completed by 31<sup>st</sup> March 2020.

Following the pilot, a full business case will be developed. The business case will detail the various options available to the force in relation to the upgrade of Office 2010. The options currently available to the force are detailed below.

**Option 1 - Do nothing.** This will mean continuing 'as is' and using Office 2010. As mentioned above, this is not a viable option as security updates and support from Microsoft will no longer be available which will mean Lincolnshire will be vulnerable to security breaches.

**Option 2 – Upgrading to Office 2016:** As an interim measure, Lincolnshire Police Force could purchase Office 2016 on a perpetual license agreement. Upgrading to Office 2016 would result in very little change; business will continue to function as usual. Upgrading to Office 2016 would however only provide a short-term solution, as Microsoft's extended support for this product is scheduled to end October 2025.

**Option 3 – Upgrading to O365:** Upgrading to O365 would provide a longer-term solution and greater operational benefits than Office 2016, but would be difficult to achieve without accreditation as part of the NEP. This is because O365 is a cloud-based solution which exposes Forces and users to greater cyber threats and security risks. Such risks will be addressed by the Identity and Access Management (IAM) system (which includes SailPoint solution that must be implemented according to the NEP MOU, but the associated costs sit outside the MOU agreed costs), and the National Management Centre (NMC) - both of which are to be delivered as part of the NEP. The national NEP team will provide

Lincolnshire Police Force with the support and guidance needed, to ensure our infrastructure meets the Azure security and national accreditation requirements, to utilise O365 in the cloud.

Lincolnshire must also complete a number of User Case pilots to acquire national accreditation. The Use Cases must include a Tech Pilot with 50 Users, and a larger Business Pilot consisting of up to 250 Users. Again, the national NEP team will provide the necessary support to ensure these pilots and the respective business change requirements meet accreditation standards.

In Part 2 (pages 16-25) of this document, Table 1 provides information that should be considered in relation to the two viable options (options 2 & 3).

### Preferred option

For the short, medium and long-term, the preferred option currently is Option 3 - to upgrade to O365 under the auspices of the NEP.

Option 3 would provide a solution for the discontinuation of Office 2010, as well as provide the Force with heightened operational digital abilities, locally and nationwide. Such abilities would...

- Improve service delivery, and staff and service users' experiences;
- Improve information and data security; enabling us to adopt a proactive approach in relation to cyber threats.
- Provide process-based and associated cost efficiencies, thus the return on investment over the longer-term would become more favourable;
- Prepare us as a Force, with the necessary accredited platform to engage with other services being delivered as part of the National Policing Technology Portfolio;
- This in turn would further assist Lincolnshire Police Force to fulfil many of its strategic objectives. These are highlighted in A2. [LINKS TO POLICE AND CRIME PLAN AND PCC'S STRATEGIES/PRIORITIES](#)

### Expected outcomes

If we were to deliver O365, as per the NEP model (Option 3) then this would enable Lincolnshire Police Force to...

- Work more effectively outside the station (agile working)
  - Deliver mobility to officers to enable 'work from anywhere' capabilities

- Decrease the time it takes to perform daily tasks
- Improve access to information
- Enable more efficient communications
- Improve data governance & compliance
  - Reduce compliance costs; best practice will be easier to apply across personal/shared storage in O365
  - Reduce cost of IT support
  - Reduce risk of high profile breaches
  - Demonstrate compliance more easily
- Provide easier access to knowledge
  - Share content and assets using digital capabilities, making it easier to find experts and information
  - Get information out of heads, and into an intelligent platform accessible to all
  - Save time locating critical people/assets
- Work more effectively with victims and witnesses
  - Reduce travel time by using Skype to take statements
  - Faster case progression due to easier scheduling
  - Auto-transcription services reducing duplication of effort

Option 3, would also enable Lincolnshire Police Force to:

- Work more efficiently with partner agencies
  - Create and dissolve partnerships without requiring additional infrastructure
  - Connect experts across agencies
  - Enable a consistent working environment
  - Achieve strategic collaboration working goals

And

- Provide greater opportunity for future joint initiatives
  - Leverage the common identity solution to enable further joint platform initiatives
  - Collaborate and communicate more effectively across agencies/forces making joint initiatives more likely
  - Maximise joint buying power

## Reason for the NEP Pilot

Upgrading to O365 as part of the NEP may help us to achieve the outcomes described above; however, the potential benefits and/or dis-benefits are currently unquantified. The purpose of the NEP Pilot is to identify the optimum way forward, prior to making any significant financial commitments, and to seek answers to the following questions:

- What benefits and/or dis-benefits could be realised, by adopting O365 as part of the NEP, in relation to IT and operational resources, time and cost efficiencies across the work force, cyber security and threats?
- Can and will O365 delivered as per the NEP model change operational behaviours and working practices?
- How compatible is O365 and the NEP model with existing systems and working practices?
- Who could or should own O365 and associated products – Lincolnshire Police or G4S? Can associated contracts be novated?
- What efficiencies will O365 and the NEP provide G4S? What contractual and cost implications could this have?

A full business case will be subsequently developed, pertaining to the upgrade of Office 2010, containing evidence and information in relation to the questions raised above.

## Deliverables

As part of the NEP Pilot, we will assess and evaluate O365 Productivity Services, which includes:

- Office online (Word, Excel, PowerPoint)
- ‘Outlook’ integrated mailbox for email, contacts and calendar with advanced security and increased mobility
- ‘OneDrive’ cloud file storage accessible from any enabled device with office sync for increased mobility
- ‘OneNote’ digital collaborative notebook, allowing multiple editors and rich media integration
- ‘Intune’ mobile device management, to provide workforce with access to applications, data and resources from any device reducing travel and need for face-to-face meetings.
- ‘Skype’ voice and video conferencing and screen sharing, for internal and external collaboration and presence
- ‘Teams’ integrated collaborative workspaces and chat that will encourage internal and external engagement and collaboration with partners and the public in secure spaces



- ‘Yammer’ enterprise social networking to connect the workforce based on shared interests, knowledge and ideas
- ‘SharePoint’ web portal for document collaboration and compliance, team sites, intranet and process automation
- ‘Flow’ will facilitate integrated workflow across documents, email, social and business data, automating manual process, enabling faster and better decisions; and
- ‘Stream’ to reach the entire workforce, keeping everyone connected and informed with the personalised power of video.

In addition, we will review the implementation and utilisation of SailPoint solution, and capture the benefits/dis-benefits realised; the objective being to support our onward procurement decisions of SailPoint, should the decision be made to not adopt the NEP model at a later date. SailPoint will provide an automated ‘Joiners, Movers, Leavers (JML) process with configuration of roles and identification to Active Directory. The expected benefits include:

- Improved collaboration across policing and partners
- More efficient delivery of operational services to forces
- Improved user experiences
- Agile and flexible police workforce
- Enhanced security (capability) enabling digitisation of high assurance business processes
- Alignment to government strategy of ‘Cloud First’

To support delivery and uptake of O365 productivity Services during the Pilot, we will deliver a communication and engagement strategy, and provide training and support packages for User Case pilots.

The NEP will also support us to deliver:

- Azure Information Protections - to protect information at source and enable sharing scenarios with external partners with confidence in data safety.
- Conditional Access – an identity driven risk-based access to local apps and data, which allows Lincolnshire Police to govern access to vital capabilities in new context.
- Advanced Threat Analytics – Identifies advanced security attacks on Lincolnshire Police’s on-premises infrastructure and insider threats before they cause damage.
- Cloud App Security – to identify apps being used locally, whichever cloud is being used, and to track data flow and understand the risk to our critical information.

- Advanced Threat Protection – to protect our email platform and desktop estate from zero-day attacks and exploits, allowing us to respond quickly to threats and safeguard users.

## **A2. LINKS TO POLICE AND CRIME PLAN AND PCC'S STRATEGIES/PRIORITIES**

The Productivity Services & IAM objectives are to enable:

- Reduction in individual Force expenditure (cost avoidance)
- IT Resource to be redeployed
- Increased economies of scale and negotiating power
- Reduction in officer/staff time spent travelling and prepping for meetings/briefings
- Improved approvals workflow efficiency
- Improved information security
- Improved User experience
- Increase in collaboration projects or joint initiatives occurring because of IAM/Productivity

And, the National Management Centre work stream objectives are to enable:

- Reduction in exposure to security incidents
- Risk avoidance of catastrophic incidents
- Improved response and resolution of threats or incidents
- More protected information exchange with collaborative agencies
- Increased perception amongst public that the Police data and networks are secure, proactive and robust

The local investment and delivery of the NEP will therefore support Lincolnshire Police Force to achieve a number of the strategic objectives set out within Distinctively Lincolnshire (DL), the Community Policing and Criminal Justice Plan (CSPCJ 2017-2021) and the Policing Vision 2025 (PV2025), including:

- Better data sharing between systems and partners with the right access to information at the right time (Source: DL);
- Enabling officers to spend less time desk-bound and more time out in the community (Source: CSPCJ 2017-2021)
- Improved data sharing and integration to establish joint technological solutions (Source: PV2025)

- Developed digital investigation and intelligence capabilities to improve our understanding of the digital footprint to counter internet facilitated, cyber enabled and cyber dependent criminality (Source: PV2025)

## **B. FINANCIAL CONSIDERATIONS**

To host the NEP Pilot, Technology Futures requires immediate access to £130,768. A financial breakdown is provided in Part 2 of this document, pages 26-27.

For the NEP Pilot, the procurement of the Microsoft licensing will be undertaken by G4S, directly with their supplier – i.e., SCC. This will provide some cost savings; if we were to buy licenses under the NEP MOU agreement, then the force would have to pay 50% of the MOU agreed costs before being able to complete the Tech Pilot, and then 100% of the MOU agreed costs to transition to the 250 Business Pilot.

The national NEP team have agreed a national price book for the SailPoint service and a suite of professional services to enable rapid deployment. This can be called off as a direct award with no additional competition required. Costs included in Part 2 are for 36 months, but regardless of the ongoing decision in relation to the NEP, the benefits<sup>2</sup> will be leveraged over the entire time period.

## **C. LEGAL AND HUMAN RIGHTS CONSIDERATIONS**

*[This should include the legal powers the PCC has for making the decision]*

The proposal described in the paper responds to the requirements of the Police Reform and Social Responsibility Act 2011.

## **D. PERSONNEL AND EQUALITIES ISSUES**

*[This should include a copy of the Equality Impact Assessment, if required]*

The proposal described in this paper will support the Equality Act 2011. O365 is accessible by design to help people and organisations to be more productive and inclusive as they can create, communicate and collaborate from any device. Further information about Microsoft's Accessibility can be found here: <https://www.microsoft.com/en-us/accessibility>

## **E. REVIEW ARRANGEMENTS**

Use Cases will help us to review and assess the degree to which business change has been beneficial. A Use Case is a term to describe how a 'User' uses a system to accomplish a particular goal. Use Cases will help us to document and define the features to be implemented and the resolution of any errors that may be encountered. We will follow the benefits management principles (Figure 1, below) that we already have in force, and will

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<sup>2</sup> As referenced in Table 1, pp.16-25.

acquire support from the new interns, once they have been appointed to complete this work package.

Figure 1: Benefits Management Principles



We have developed five Use Cases:

- UC1: Briefings & Intel
- UC2: Multi Agency Public Protection Arrangements (MAPPA)
- UC3: Force Briefings & Broadcasting
- UC4: IT Equipment Repair & Requests
- UC5: Chief Officer Group governance and meetings

At least two Use Cases must be delivered before the end of March 2020 to achieve full NEP accreditation. These use cases will be delivered as part of the NEP Pilot, which will enable time and cashable savings to be scoped and additional benefits/dis-benefits realised to be captured. Any unscoped benefits/dis-benefits realised during full project delivery will be captured in the NEP Business Benefits Register and reviewed on a monthly basis at project team meetings.

The Use Cases, presented in more detail in Part 2 (see pages 27-41), should enable Lincolnshire Police Force to apply the NEP technology to specific processes, in order to change the ways of working and realise benefits around mobility, access, communication, collaboration, security and productivity that positively impact Users and operations. Our proposed Use Case delivery is framed around five specific user groups, and enabling success in their intended outcomes. Use Cases will be delivered between January and the end of March 2020; after the Technical Pilot which is scheduled to take place in December 2019.

## F. RISK MANAGEMENT

The national NEP team have developed an O365 focused NEP Security Model which controls and ensures secure implementation of the NEP Designs. These designs are aligned to the National Institute of Standards and Technology (NIST) Framework and specific products.

Further information regarding risk management can be found in Part 2 of this document, pages 41-43.

## G. PUBLIC ACCESS TO INFORMATION

Information in this form along with any supporting material is subject to the Freedom of Information Act 2000 and other legislation. Part 1 of this form will be made available on the PCC's website within one working day of approval. However, if release by that date would compromise the implementation of the decision being approved, publication may be deferred. An explanation for any deferment must be provided below, together with a date for publication.

**Is the publication of this form to be deferred? Yes / No**

**If Yes, for what reason:**

N/A


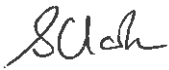

**Until what date: N/A**

Any facts/advice/recommendations that should not be made automatically available on request should not be included in Part 1 but instead on the separate part 2 form.

**Is there a part 2 form? Yes / No**

**If Yes, for what reason: The project details provided in Part 2 contain security and commercially sensitive information and are therefore exempt as per Part II, sections 24 & 43 of the Freedom of Information Act 2000 .**

## DECLARATIONS

	Initial to confirm
Originating Officer: Martyn PARKER recommends this proposal for the reasons outlined above	
The CC's Chief Finance Officer has been consulted on this proposal	
The Chief Constable has been consulted on this proposal	

The PCC's Chief Finance Officer has been consulted on this proposal	Adh
The PCC's Monitoring Officer has been consulted on this proposal	[Signature]

**OFFICER APPROVAL**

**Chief Executive**

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. Consultation outlined above has also taken place. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner for Lincolnshire.

**Signature:** [Signature]

**Date:** 16/7/19.