Police & Crime Plan	Strategic Theme		Aim	Objectives	Work Stream / Deliverable	Business Outcome	Deliver By:	
Improving public confidence in policing; Creating stronger partnerships; Developing greater local identity across the West Midlands; Delivering better value for money; Reducing crime & offending; Better protecting people from harm; Improving the service the public receive from the Police; Supporting stronger communities; Ensuring a more effective contribution to national policing.	Modern & Robust Technology	"The provision of modern ICT services via a secure, reliable, and highly available technology infrastructure that is fit for the current and future requirements of the force"	Provide Modern and Robust technology	Our customers are satisfied with the technology at their disposal; Our customers feel empowered by the technology we provide; Major service outages are few and far between; The appropriate technology support is provided for Strategic programmes and projects; We continue to maximise our investment with Microsoft. Improved disaster recovery facilities; A modern and high performance core infrastructure; Improved security of core infrastructure - including automated security patching capabilities; Rollout of a faster, more secure operating system image - across the organisation; The provision of a single IP infrastructure for both network and voice traffic; Rollout of new IP based telephones across the organisation.	Resilience	Making key services resilient will ensure that staff and officers have access to the systems they need at all times. This not only contributes to the overall resilience of the force, but also improves the levels of customer service offered and increases the potential scope of future SLAs. Introducing disaster recovery capabilities for critical systems.		
					Windows 7	Providing Windows 7 to all machines across the force will enable officers and staff to have access to a modern, fast and secure desktop that provides users with the tools they need, wherever they need them. This also gives the force the foundations required to give staff access to other new technologies, such as: instant messaging, video conferencing, document sharing and the facility to direct voicemails to their email inbox. This will also act as an enabler for the NWoW Programme.	Windows 7 Force-Wide Roll Out	5th Apr
					Telephony	Replacing Telephony for the Force will enable hot desking via 'follow me phones' which means the workforce can be much more agile. It also enables improved service to Force Contact and offers better value for money through the removal of legacy telephone lines.	Telephony Force-Wide Roll Out	Nov '14
					Relocation of the Data Centre	Relocating the data centre will result in cost savings as part of the estates rationalisation strategy for the force.	Data Centre Relocation	Feb '14

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Delivering Better Value for Money	**Value for Money**	"Acting in a cost conscious and efficient manner while constantly increasing the value of services we deliver to the organisation. Obtaining the maximum benefit from existing technologies as well as third party suppliers via effective supplier and contract management"	Develop and maximise our resources to deliver our strategic aims	To lead by example; To effectively manage supply and demand.	Preparing for Zero Based Budgeting	Completing Zero Based Budgeting at Service Level throughout the department will ensure that ICT are fully prepared for Zero Based Budgeting during the early part of 2014. The force will have confidence in the ICT department because each service within each team will have been considered in detail, to ensure that all possible cost savings are being offered throughout the department.	ZBB Preparation	5th Apr
			Maximise performance of supply chain partners	Our suppliers are closely aligned with the Force's needs; Our contracts deliver what they should.	Resource and Capacity Planning	Having clear and defined resource plans, means for the first time, the department is able to clearly articulate capacity requirements.	Team Management	30th Jun
					Team Manager Training	Transforming the role of the Team Manager from lead technician with some line management responsibility to Managers able to run teams as small businesses has improved the efficiency of the department. Team Managers now have full responsibility for Contract Management, Resource Planning and Financial Management. This means that ICT are able to show tangible improvements in supplier management and the way contracts are formulated and funded. By giving team managers formal leadership training, they are able to lead their team in new ways of working and ensure that everyone within the department is working towards the same departmental objectives and goals.	Contract & Financial Mgt.	30th Jun
					Budget & Contract Management	Ensuring that all IT contracts are managed by the ICT department means that the force has a consistent and regulated approach to contract management, which includes formal SLAs and the use of KPIs. This improves the reputational effectiveness of this function and sets new levels of performance expectation with suppliers, putting the force in a much stronger negotiating position.	Contract & Budget Mgt.	Reviewed in Mar '14

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Improving public confidence in policing; Creating stronger partnerships; Demonstrating the force's commitment to social responsibility; Delivering better value for money; Reducing crime & offending; Better protecting people from harm; Improving the service the public receive from the Police; Supporting stronger communities.	Innovation & Creativity	"Providing innovative and creative solutions to organisational problems. Looking towards the future capabilities of technology and demonstrating how they can be used to the benefit of the force. Providing advice and guidance on how things can be done differently"	Provide organisational advice and guidance on current and future technology	To provide an innovative approach to problem solving; To engage early and be recognised for our innovative approach to problem solving; We actively engage in identifying and recommending options and solutions to business problems. That ability of staff to access their files and documents from any authorised device. The ability to deliver applications as a cost effective, on-demand service to any authorised user on any authorised device; The ability for staff to access their voicemail from any authorised computer or mobile device with the pre-requisite connectivity; The introduction of vastly improved remote working facilities; The introduction of mobile technologies such as smart phones and tablets; Less disruptive upgrades to applications.	eNotes	A customer contact recording and insight application development in SharePoint, that builds up a total history of contact with victims and customers - in particular, allowing the force to build a picture of repeat callers and any associated vulnerability.	Development of eNotes	Nov '13
					Architecture & Design Function	Establishing an Architecture and Design function within the ICT department will ensure that the department is operating to industry standard. This will also ensure that the Force is able to rely on ICT as a trusted advisor for use with IIP. This function will also support programme and project and as a fully marketed function, all stakeholders (project managers and portfolio holders) will be able to request the services and support offered by this function. The introduction of external expert resource, will further validate the level of service offered, and means that the force will be able to communicate with the IIP on equal terms with equivalent levels of skills, expertise and knowledge.	Implementation of function	Dec ' 13
					eBoards	e-Boards were developed as part of the 5Ci Programme and they enable contact centers to display a wide range of information to operators. This information includes call statistics, news feeds and other information relating to e.g. major incidents.	Development of eNotes	Nov '13
					Shared Services	Staff self-service capability in support of the centralised Shared Service function.	Development of Staff Portal	30th Mar

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Improving public confidence in policing; Creating stronger partnerships; Improving the service the public receive from the Police;	Governance & Engagement	"Implementing improved processes to ensure ICT are better aligned with business change initiatives and priorities by engaging, informing, and influencing our customers at an early stage. Ensuring ICT focus on delivering the 'right things' rather than trying to deliver everything"	Implementing improved processes to ensure ICT are better aligned with business change initiatives and priorities.	To engage, inform and influence our customers during the early stages of business change initiatives; To ensure that ICT focus on delivering the 'right things' rather than trying to deliver 'everything'. Develop formal demand and supply management policies and procedures; The establishment of a comprehensive "Service Catalogue" detailing the series provided by ICT; The development of an ICT engagement model; Formal processes to closely align ICT with the Project Management Office; ICT representation at the Organisational Change Programme Board; ICT representation at functional user groups; Improved supplier management capabilities within the department; Develop a plan to introduce Architecture and Design capabilities to the force; Develop application road maps for key systems.	Demand Management	Providing a clear picture of ICT capacity to the force. This will ensure that the transformational change work undertaken by the department will be both realistic and visible to senior stakeholders and will give partner departments a clear route for commissioning work from ICT Services.	Demand & Resource Management Processes	30th Jan
					Risk Management	Introducing a formal risk management process within the ICT department that ensures any technology risks are well documented and managed appropriately via mitigation and/or contingencies.	Risk Management Processes	30th Jan
					Technical Design Authority	The TDA plays a key part in system design and will ensure that the technology solutions delivered by projects and programmes are both achievable and sustainable.	Introduction of TDA	Jul ' 13

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Improving public confidence in policing; Creating stronger partnerships; Demonstrating the force's commitment to social responsibility; Developing greater local identity across the West Midlands; Delivering better value for money; Reducing crime & offending; Better protecting people from harm; Improving the service the public receive from the Police; Supporting stronger communities; Ensuring a more effective contribution to national policing.	Service Excellence	"The provision of service delivery excellence through the implementation of the ITIL framework, industry best practice, and continuous service improvement. Establishing the services delivered by ICT and the values to which we subscribe"	Provide existing timely services for technology that enables West Midlands Police Officers and Staff to carry out their purpose within agreed Service Levels	To be aligned to the needs of the Force; To ensure that operational business systems and services are kept running. Develop Service Level Agreements (SLAs) for ICT Services, and monitor / report SLA compliance; Measure our performance and reporting on service excellence in a meaningful way; Instigate regular service reviews to better understand performance and future needs;	Service Level Agreements	Defining SLAs for key services will ensure that customers and suppliers within the end to end supply chains will be fully informed of the level of service expected and required by the force. This will help to manage customer expectations. Taking the opportunity to re-define the service levels will also ensure that SLAs are current and meeting the needs of the force.	SLAs for 20 Key Services defined & agreed with Business Stakeholders	14th Feb
			Deliver Customer Service Excellence	To understand who our customers are; Our customers understand what we do; Customers would choose us if they had the choice; Our customers understand why we can't always meet their needs; To market existing and new services and ensure they deliver the values / benefits they were designed for. Develop a "Service Catalogue" that details all services provided by ICT;	Service Catalogue	Creating a Service Catalogue including performance metrics, means that ICT are able to advertise the service provided by the department. Customers will be able to access the catalogue and request services as and when required. This will also provide a vehicle for the department to publish the SLAs associated with the services.	Service Catalogue Published	28th Feb
					Customer Charter	Creating a Customer Charter that articulates the values of the department and what our customers can expect from us.	Customer Charter Published	20th Dec
				Thoroughly implement key ITIL principles such as Transition Management;	Problem & Change Management	Building on the ITIl foundations that are already in place within the department, refining the Change Management process and introducing Problem Management processes will further improve the control and efficiencies within the Service Delivery department.	Problem & Change Management Processes in Place	14th Oct

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Improving public confidence in policing; Creating stronger partnerships; Demonstrating the force's commitment to social responsibility; Developing greater local identity across the West Midlands; Reducing crime & offending; Better protecting people from harm; Improving the service the public receive from the Police; Supporting stronger communities; Ensuring a more effective contribution to national policing.	Information & Collaboration	"Improved information management capabilities and technology tools to facilitate collaboration and improved communication between staff within the organisation and potential partner agencies"	Improve information management capabilities and technology tools.	To improve communication between staff within the organisation and potential partner agencies, by improving collaboration which is facilitated through the use of information management and technology tools; Commence the design and implementation of Enterprise Content Management; The provision of "Team Site" departmental information repositories; Investigate the implementation of a single Enterprise search tool; Implement Instant Messaging capabilities throughout the Force; Implement improved video conferencing capabilities throughout the force; Implement improved video conferencing capabilities throughout the Force.	"Paper Lite"	The introduction of electronic storage for current paper-based files. This will significantly reduce the requirement for physical file storage across the Force's estate and lay the foundations for improved file management and governance.	Paper Lite Project & Associated Work stream	Aug '14
					Collaboration Tools	Collaboration tools such as Video Conferencing, Instant Messaging & Document Sharing, enable users to work in a more agile way. These collaboration tools are the enablers for the NWoW Programme	Instant Messaging; Video Conf; Doc Sharing	Jun '14
					PND	The development of automatic data loads from Force systems into the Police National Database. This will significantly increase our contribution to regional and national intelligence use.	Bulk and automatic uploads of data from force systems to PND	Dec '13