



**ORIGINATOR:**  
Rod Hansen, Chief Constable

**DECISION NUMBER:** D33-2017

**SUBMITTED TO:** Martin Surl, Police & Crime Commissioner for Gloucestershire

**SUBJECT:** Virtual Desktop Infrastructure (VDI)

**EXECUTIVE SUMMARY:**

This report summarises the now closed VDI project (as confirmed at OPCC Governance in September 2016), giving a clear timeline of decisions and outcomes for both organisational learning and audit purposes.

The changing nature of the organisation and advances in technology led to the VDI project being decommissioned with a repurposed spend of £678,085 against a projected spend of £1.08M.

**RECOMMENDATION:**

The Board is requested to review this document and confirm that it is an accurate representation of events.

Within this report it is recommended that the Constabulary:

- Apply clear and detailed governance of projects with close project management rigor at every stage.
- Regularly review ICT projects of this magnitude as technology moves very quickly while the benefits are often not realised from the original business case.
- Put in place regular project and programme audits and gateway reviews.

**OUTCOME/APPROVAL BY:**



Signature:

Date: 22 August 2017

**Public Access to Information**

*Information in this form and associated reports is subject to the Freedom of Information Act 2000 and the Elected Local Policing Bodies (Specified Information) Order 2011. Where it has been indicated that this is a decision of significant public interest, all of this form except Part Two will be made available on the website of the OPCC.*

*Any information that should not be automatically available on request should not be included in Part One but instead on a separate Part Two form.*

**Is this a decision of significant public interest?**

*This includes a decision with any impact on the community, expenditure in excess of £50,000, or any decision that would be of obvious interest to the media or the general public*

**Yes**

**Is there a Part Two form?**

*This section should only include information that, if published:*

- a) would, in the view of the chief officer of the police, be against the interests of national security;*
- b) might, in the view of the chief officer of police, jeopardise the safety of any person;*
- c) might, in the view of the chief officer of police, prejudice the prevention or detection of crime, the apprehension or prosecution of offenders, or the administration of justice; or*
- d) is prohibited by any enactment.*
- e) breaches commercial sensitivity*

**Not applicable**

**ORIGINATOR CHECKLIST (MUST BE**

**Comments including who has**

<b>COMPLETED)</b>	<b>approved the report if applicable</b>
Has legal advice been sought on this submission if required?	Not applicable
Has the Chief Finance Officer been consulted, if required?	Yes
Have equality, diversity and human rights implications been considered, as appropriate?	Not applicable
Is the recommendation consistent with the objectives of the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Yes
Has communications advice been sought on areas of likely media, community, staff or partner interest and how they might be managed?	Yes previously, but this paper will be circulated to them as part of this submission
Have all relevant implications and risks been considered?	Yes previously, but this paper will be circulated to them as part of this submission

## **PART ONE – For publication**

### **1. Purpose of the report**

The purpose of this report is to summarise the now closed VDI project (as confirmed at OPCC Governance in September 2016), giving a clear timeline of decisions and outcomes for both organisational learning and audit purposes.

### **2. Background**

In 2011 a decision was made within the Constabulary to review and understand the use of VDI technology, the benefits of this were that it centralises core desktop services creating savings in desktop hardware. It also enables efficiencies in the support and licencing costs alongside a reduction in power consumption and resources within ICT. Other benefits to VDI include operational efficiencies, enabling hot desking and improving security.

In October 2012 the original business case was approved by the Police Authority with a projected spend of £2.2M with estimated savings of £250K per annum giving a Return on Investment in approximately 8 years.

In November 2012 the PCC was elected and requested a review of ICT demand, services, capabilities, change and projects, due to this review the VDI project was at that point put on hold.

In May 2013 a Home Office/Police ICT Company review recommended further work to define, review and re-profile the VDI project. This was in light of the impending delivery of mobile working devices (MFLP) to frontline officers, with the aim of reducing their reliance on station-based desktop computers.

In January 2014 a revised VDI business case was approved at Governance Board for a reduced capital spend of £1.15M. The project was then re-started but work progressed slowly due to resource commitments to the Tri-Force regional collaboration, and the need to engage with a number of key vendors through the assigned consultancy.

In June 2015 the project was put on hold again pending a full programme review in light of organisational changes and a new target operating model. By this point all of the hardware needed had been purchased and the majority of consultancy costs incurred. A gateway review was carried out later on in 2015; this reviewed the option of whether to proceed with the project. However this was inconclusive and the project remained on hold with no clear direction.

On the 27<sup>th</sup> September 2016 the project was finally halted with the recommendation to re-use as much equipment as possible on the server virtualisation project. This was due to risk of the equipment becoming out of support and obsolete.

### 3. Recommendation(s)

It is recommended that clear and detailed governance of projects is applied moving forward with close project management rigor applied at every stage.

It is also recommended ICT projects of this magnitude are reviewed regularly as technology moves very quickly with benefits often not realised from the original business case. This includes project and programme audits and gateway reviews.

### 4. Financial and resource implications

#### Project spend

- Project spend - £1,082,936
- Original repurposed figure - £546,490
- Review of repurposed spend re-calculated - £595,305, in addition to this £82,780 of consultancy can be attributed to the Tri-Force RDI project delivery
- Total repurposed figure - £678,085
- Reduction in the write-off figure from £536,446 to £404,841

#### Summary

- 63% of the project spend (£678,085) has been repurposed/reutilised by ICT on other projects.
- 98% of the hardware has been reutilised and 33% of the software and consultancy costs used or recovered.

- No ICT resource costs have been included as these are budgeted salary lines and the team were working on numerous activities across ICT.

**5. Conclusion**

To conclude, from the inception of the VDI project a number of technological and organisational changes have taken place. These have impacted progress and projected benefits of this large scale change. Every possible effort has been made to reduce costs and repurpose equipment already purchased by the Constabulary.

**ORIGINATOR APPROVAL**

**Name: Rod Hansen**

**Job title: Chief Constable**

**Signature:** 

**Date: 16.08.17**

**CHIEF EXECUTIVE APPROVAL**

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.

**Signature:** 

**Date: 16.08.17**