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Originator:

Roshan Patel, Communications and
Engagement, Digital Engagement
Team Leader

Decision number: D09-2018

Submitted to: Martin Surl, Police & Crime Commissioner for Gloucestershire

Subject: Constabulary on boarding to the Single Online Home (SOH)

Executive summary:

The Police and Crime Plan, the Corporate Strategy and our approach to channel management and neighbourhood policing commit us to providing accessible services. The Constabulary's website offers a 24/7, 365 day a year consistent and accessible service to help keep our communities informed, with news and information, crime prevention advice, opportunities for accessing our services (including reporting crime and incidents) as well as providing advice for victims of crime.

Part of the Home Office's Digital Policing Portfolio programme, Digital Public Contact (DPC) has created the Single Online Home (SOH) - a national solution that looks to deliver consistent web services among all police forces, their vision states:

To provide a simple, well known and reliable digital contact service between the public and the police. The experience of contacting the police through digital channels will be as helpful, personal and reassuring as approaching an officer in the street.

At a Weekly Executive Board (WEB) on 19 February 2018, the Constabulary was presented with the vision of the SOH. It was well received and members of WEB and the Channel Management Delivery Board expressed an interest in being one of the first 20 forces to on board to this national solution.

To commit to the SOH, the Chief Constable on behalf of the Constabulary must sign a statement of intent (SOI). NPCC lead for Local Policing, Simon Cole, has asked that the SOI is signed by 23 March 2018. A paper was presented at Monthly Executive Board (MEB) on 15 March 2018 to help provide all relevant information required for MEB members to make an informed decision on whether the SOI should be signed. Further consultation with Mike Griffiths, Senior Legal Advisor, has advised that the SOI is not a legal document and acts as a precursor to a contract.

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MEB also agreed there should be consultation with the PCC and that a full risk and impact assessment should be developed to ensure the SOH is in line with the Police and Crime Plan's commitment to channel management and the Corporate Strategy's commitment to Go Digital.

Confirmation from DPC Engagement Officer Stephen Goodier suggested that the SOI is a 'best intentions' document in that both the Constabulary and DPC have the best intentions to on board onto the SOH. It helps the DPC team understand which forces have a keen interest and where forces are in terms of readiness for on boarding.

Information provided by Steve has highlighted the following proposed milestones:

- SOI is signed
- Once signed, the DPC team will have an engagement session with the Constabulary
- The engagement session will help to identify whether the Constabulary is ready with the resources committed to be part of the first tranche of forces. If the engagement session suggests that we are not ready then it might be that we are deferred to a later tranche or even not be able to be part of the SOH
- If we are ready to progress with our resources, a contract of liability is then created. This contract will confirm the costs for hosting and will commit the Constabulary to financial and resource input – ensuring that the Constabulary's on boarding team aligns to the implementation timeline. The contract is normally signed by the Chief Finance Officer
- The Constabulary's first payment will be in April 2019 (hosting costs which will be confirmed in November 2018).

It is important to note that the Constabulary's and OPCC's websites are on the same platform, with developments for both websites benefiting from interdependent services. For example, if the OPCC requests a development, that same development is available for the Constabulary to use and benefit from. The SOH deliverable is only focusing on the Constabulary's website and there are currently no plans to provide a similar solution to PCCs. Although Communications and Engagement (C and E) will support the OPCC website as well as offering development support, it will be solely for the OPCC's benefit as the C and E team will be supporting the Constabulary through the SOH solution where developments are delivered nationally. Although there are some cost implications that have yet to be ratified, the OPCC will not lose any services that it currently receives from C and E.

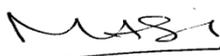
Recommendation:

It is recommended that the PCC supports in principle the Constabulary's intention to request that we join the SOH, subject to the questions we have being answered satisfactorily by the DPC and that we understand any risks and impacts.

Outcome/approval by:

Date: 27 March 2018

Signature:



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<p>Public access to information</p> <p><i>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.</i></p> <p><i>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.</i></p>	
<p>Is this a decision of significant public interest?</p> <p><i>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</i></p>	<p>Yes, this decision would be of significant public interest due to:</p> <ul style="list-style-type: none"> • Proposed ongoing costs (potentially in excess of £50,000) • It affects the way that the public will interact digitally with the Constabulary • A local force is offering nationally consistent services
<p>Is there a Part Two form? <i>This section should only include information that, if published:</i></p> <p>a) <i>would, in the view of the chief officer of the police, be against the interests of national security;</i> b) <i>might, in the view of the chief officer of police, jeopardise the safety of any person;</i> c) <i>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</i> d) <i>is prohibited by any enactment.</i> e) <i>breaches commercial sensitivity</i></p>	<p>No – there is no sensitive information within this.</p>
<p>Originator checklist (must be completed)</p>	<p>Comments including who has approved the report if applicable</p>
<p>Has legal advice been sought on this submission if required?</p>	<p>Yes – verbal confirmation to state that the SOI is not contractually obliging and that it in fact acts as a precursor to a contract.</p>

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Has the Chief Finance Officer been consulted, if required?	Yes, as part of MEB
Have equality, diversity and human rights implications been considered, as appropriate?	No, but they will be as part of the work we do before onboarding
How is the recommendation consistent with the objectives of the Police and Crime Plan?	<p>Yes – this is consistent with the following objective:</p> <p>Accessibility and Accountability – e-enabling more services to make the Constabulary more accessible to the public. More specifically:</p> <ul style="list-style-type: none">• Harness efficiencies from technology to put more ‘boots on the ground’ to increase visibility, accessibility and engagement with our communities• Support the Constabulary to review how the public can communicate with the police and access their services. Whilst improving traditional channels of communication, will develop new channels appropriate to all ages, demographics and communities to give people a choice and convenient ways of accessing their services
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	The SOH solution has gone through lots of public design and testing with around 2,000 people in fact, although there people are not from Gloucestershire.
Has communications advice been sought on areas of likely media, community, staff or partner interest and how they might be managed?	It is not clear to what extent the impact of the SOH will be. There has been an initial business area impact assessment which highlights areas that will have one of these impact levels: high, medium or low. More in depth detail will be known after the engagement session with DPC.

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Have all relevant implications and risks been considered?

Yes, there are still outstanding questions that the Constabulary would like answering to help allay or mitigate the risks identified and this will continue.

Part One – For publication

1. Purpose of the report

The purpose of this report is to help the OPCC to make a decision on whether to support Constabulary's ambition to on-board to the Home Office's SOH solution form part of Digital Public Contact (DPC).

2. Background

- a) The NPCC's policing vision 2025 says: "by 2025 digital policing will make it easier and more consistent for the public to make digital contact"
- b) In February Weekly Executive Board (WEB) and Channel Management Delivery Board members were presented with the SOH proposal and initial interest for the Constabulary to on board as part of the first 20 forces was fed back to the DPC engagement team
- c) CC Simon Cole has asked that the SOI is signed by CC Rod Hansen by 23 March to ensure our position within the first 20 forces
- d) Both the Constabulary and OPCC website are on the same hosting platform costing around £20k per annum. Removing the Constabulary website will have financial cost saving benefit of around £10k.
- e) The SOI does not have confirmed prices, with a variance of £20k (£45,704.63 - £65,117.33) with prices only being confirmed in November 2018. It could be that our hosting costs for the Constabulary and OPCC websites would be in excess of £75k per annum if the highest figure is used which is an increase of around £55k per annum for the SOH.

3. Recommendation(s)

It is recommended that the PCC supports in principle the Constabulary's intention to request that we join the SOH, subject to the questions we have being answered satisfactorily by the DPC and that we understand any risks and impacts.

4. Financial and resource implications

While we have yet to determine exact resources needed, there is a clear expectation from DPC that the following resources are committed to the project. These resources will either need backfilling or recruited especially. Budget for this has yet to be identified or ring-fenced.

Full time roles:

- Business Change lead (Superintendent/Chief Inspector/Police Staff equivalent)
- Transition project manager

Plus an expectation of committed support from:

- Strategic sponsor Chief Officer Group level
- Contact Management lead
- Communications lead and copywriting

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- Process and service subject matter experts
- IT change support

If we are one of the first 20 forces to 'on board', there will be no costs for the first year. The amount we would then pay each year has yet to be finalised, as explained in 2e) above. There will be costs for the resources set out above though. Costs for these are being developed so that they can be considered by the Constabulary's Operational Policing Improvement Board on Thursday 29 March before going through the wider governance arrangements. There is a fund for digital transformation within the Constabulary and we would expect to bid into that.

5. Risk assessment

The following risks have been identified:

- a) No proven metrics or feedback on the DPC's version of the SOH, no force is using it nor have they tested any new developments with the public
- b) Fewer opportunities for local innovation and creation of solutions (example submitting information or intelligence through our appeals) which are commissioned by the Constabulary
- c) Costs have not been finalised before the SOI being signed, with a variance of £20k in pricing and a potential increase of £55k per annum website costs for Constabulary & OPCC
- d) There is a clear capabilities gap in what the SOH offers versus what our website offers
- e) Early adopting forces will be 'cutting their teeth' with the SOH. This comes with risk in terms of public adoption of services and public perception
- f) The proposed impact on organisational change is not measurable as no other force has started the on boarding process. With NHP and Crime Command developments ongoing, is our organisation at risk of change fatigue?
- g) No transactional services are being offered through the launch phase, albeit conversations are being had with GOV.UK. With this comes risk of 'big bang' launch for little more than a brochure website
- h) Strict governance on the development of the SOH. Using a grant based model may be detrimental as we are a smaller force, contribute less therefore may have less say
- i) No say on how the site looks and is structured – adopting a template that has been created for a metropolitan force and may not resonate with a predominately rural force
- j) Nationally the DPC team are engaging with Niche for backend integration not UNIFI – could have massive financial implications for us to develop this locally
- k) Live chat costs are not known and could be considerable
- l) National threat of a cyber-attacks with all forces being on one environment
- m) Home Office funding for the programme has only been committed for another 2 years
- n) One team of 14 dedicated resources supporting 20 forces is a limited allocation of resources
- o) Neighbouring forces, Wiltshire and Avon & Somerset are not looking to on board. Potential ramifications with Tri-Force.

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6. Equality & Diversity impact assessment

This decision does not have any impact in terms of equality and diversity

7. Environmental impact assessment

As this is still in the early stages there is no real understanding of how this could positively impact on our environment. There are no perceived negative impacts on the environment.

8. Consultation - MEB, Change and Transformation, ICT, Communications and Engagement, Channel Management Delivery Board, Digital Policing Programme Team). Further consultation will be undertaken as the work progresses.

Originator approval

Name: Lucy Shirodkar and Hilary Alison

Job title: CIO and Head of Public Affairs

Signature: L Shirodkar; H Allison

Date: 22.03.18

Deputy 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: 23.03.18