



Warwickshire **POLICE**

Programme Closure Report

Evolve Change Programme

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Date:	September 2022
Version:	V3
GPMS marking:	Official – Sensitive

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Document Control

Version	Date	Reason for Issue	Revised By
0.1	01/05/22	First draft – issue to GK, SR, DG, JD for feedback and review	Nick Clarke
1	01/08/22	DG minor feedback added + Lessons Learned added	Nick Clarke
V2	15/09/22	OPCC amends (SA)	Sara Ansell
V3	20/09/22	NC final version with Exec Summary	Nick Clarke

Document Approval

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Date	

1. Purpose

- 1.1. The purpose of this report is to provide programme closure for the Evolve Change Programme (Evolve). The objective of this report is that Change Board approves the formal closure of Evolve, with ownership agreed for residual activity.
- 1.2. This report covers both Evolve I and Evolve II (see section 2 for context). As all activity was complete for Evolve I by March 2020, this report provides a summary of Evolve I, with a deeper focus on Evolve II, notably Digital Service delivery up to March 2022.
- 1.3. Within this report there are a number of ongoing actions, risks and lessons learned aligned to the tranches of Evolve delivery. Unless stated otherwise, these will be taken forward by Empower for management.

2. Executive Summary

- 2.1. In October 2018, West Mercia Police issued a letter to Warwickshire Police (the force) indicating a termination of the Strategic Alliance agreement.
- 2.2. At the point of notice to terminate, over 90% of Warwickshire Police capabilities were operating within an integrated alliance shared service model, which left the force in a vulnerable position. Warwickshire Police took this as an opportunity to plan and reinvest in the force's future through a sustainable new operating model that delivers long term value to the public in Warwickshire. A fundamental aspect of the new operating model included the rebalancing of its ownership of service to more 'normal' collaboration levels seen nationally.
- 2.3. All the changes required by the force to exit the alliance and stand up its own or new services, were designed and implemented under Evolve, supported and overseen by Chief Officers and the PCC to ensure good governance. The change within Evolve was complex and multi-year and while holistic design across all future services happened in parallel, it was delivered in managed stages between 2019 and 2022.
- 2.4. Following detailed design and planning, between October 2019 and March 2020, most the force's shared alliance services were rebuilt as new or stand-alone services within the force. This was commonly known as Evolve I. The full deliverables of Evolve I are provided in section 3.2 with the fundamental objectives provided below:
 - Produce the future operating model for Warwickshire Police, including Local Policing, Protective Services, Professional Services and Corporate Services.
 - Identify which services can transition between October 2019 and March 2020 and ensure a planned cut-over between those dates.
 - Successfully transition Warwickshire Police demand from the shared service to the newly built teams while maintaining business continuity
- 2.5. Evolve I saw the force move from a position of vulnerability to a position of strength. The force designed and implemented a new operating model over a short period of time, attracted its choice of senior leaders for many of the new leadership positions, and mobilised multiple new standalone services. It did this while maintaining performance and policing outcomes and minimising the impact on officers and staff as much as possible. The success of Evolve I, enabled the force to press on with the most complex areas under the Evolve II umbrella.

- 2.6. At the time of writing, there are no outstanding actions from Evolve I. The transitioned services are now subject to continuous improvement and any further (significant) change will be taken via the Empower (People) Programme which is reviewing the force's operating model holistically against the Fit for the Future Strategy.
- 2.7. Evolve I was immediately followed by Evolve II which delivered the separation of shared supporting services that had a higher level of complexity to disentangle. This included standalone Transactional Services (complete September 21), Forensics Services delivered in collaboration with West Midlands Police (complete September 21), and most complex of all – Digital Services (complete March 22).
- **Transactional Services:** The force mobilised a specific programme to design and deliver transactional services internally and no later than September 2021. The Transactional Services Programme delivered a smooth exit from the West Mercia hosted service by September 2021 via the implementation of the new operating model and with minimal issues during the delivery process. The programme was closed in November 2021 through the Programme Board. A small number of ongoing actions had agreed ownership within the business.
 - **Forensics Services:** Following a detailed options analysis, Warwickshire Police entered into a formal collaboration agreement with West Midlands Police for the delivery of forensics services, a decision supported by the PCC. The collaboration sees forensic services provided entirely by West Midlands Police to Warwickshire Police with some existing Warwickshire Police forensic resources placed under the 'direction & control' of WMP as part of a single service. The collaboration commenced September 2021. The implementation of the collaboration was complex and important work has been delivered within agreed timescales and budget. The programme was formally closed in October 21 with ongoing actions agreed with business owners to embed the service.
 - **Digital Services:** The Evolve Digital Transition Programme (DST) was the most complex and costly change delivered under the Evolve programme. The programme was responsible for launching wholesale new technological infrastructure, equipment and tools for our workforce. All of this had to be done while exiting the hosted West Mercia ICT service with minimal dual running while maintaining business continuity. The Digital Services transition was overall a smooth transition considering the complexity of concurrent change across networks, applications and equipment. Follow up actions are identified in the report with agreed ownership and carry forward to Empower.
- 2.8. Evolve II also focused on service areas which had previously not been affected by the strategic alliance exit arrangements. The majority of Local Policing was already operating as standalone within Warwickshire back in 2019 and therefore it remained as such to support the force as a consistent service throughout a period of significant change across other areas of service. Once the majority of alliance separation work had been completed by March 2020, it was necessary to review the existing Local Policing arrangements to ensure they were fit for the future as being the most efficient and effective way to deliver local policing services to the communities of Warwickshire. This work commenced in June 2020 and was complete by July 2021 with no further actions required (with any further review of the operating model via Empower People).
- 2.9. Overall, the Evolve programme was a major success and achievement for the force. Spanning 2019 to 2022, affecting all business areas, officers and staff and representing £28.7m of spend, Evolve was a highly complex programme of change that met its overarching deliverable – extract the force from the strategic alliance with West Mercia Police within the agreed S22 timeframe, ensure the force is financially sustainable and ensure the force continues to provide high quality policing services for Warwickshire's communities.

- 2.10. The foundation Evolve has laid is now enabling Warwickshire Police to focus on the next stage of its transformation journey as an independent force, through the 'Empower' Programme.

3. Evolve I (October 2018 to March 2020)

- 3.1. As noted above, Evolve I was focused on the separation and rebuild of the majority of the shared services no later than March 2020.
- 3.2. The deliverables for Evolve I were:
- Produce the future operating model for Warwickshire Police, including Local Policing, Protective Services, Professional Services and Corporate Services.
 - Design the management and team structures and all roles within the within the operating model.
 - The future operating model will be financially sustainable for the force and will continue to deliver high quality policing outcomes.
 - Identify which services can transition between October 2019 and March 2020 and ensure a planned cut-over between those dates.
 - Lead the management of change process in conjunction with West Mercia Police to identify which alliance staff will transition into the new roles with the force.
 - Recruit the roles required to meet the establishment where there is a shortfall following management of change.
 - Design and embed appropriate processes and practices for the newly built teams to provide business continuity as services transition from shared to standalone.
 - Successfully transition Warwickshire Police demand from the shared service to the newly built teams.
 - Health and Wellbeing will be managed closely as part of the transition planning.
 - Estate and asset requirements are in place to host the new teams.
 - The new teams are stood up and operational no later than March 2020.
 - The OCC at LW is operationally ready by March 2020 to operate independently of West Mercia's OCC including maintaining Storm as the command and control system.
 - The shared ICT service will provide business continuity for the newly built services until a standalone service can be delivered as part of Evolve II.
- 3.3. In addition to the above deliverables, which were focused on the rebuild of the in scope shared alliance services, further activity as part of Evolve I included the development of the future Digital Services blueprint and design of the strategic Digital Services team, as well as Transactional Services and Forensics Services design and transition planning. While this activity commenced in Evolve I, for coherence in this report, these aspects are addressed as part of Evolve II (Section 4) where the design was finalised, and the change delivered.
- 3.4. After considerable planning and design with Chief Officers, Senior Leads, and SMEs, the Target Operating Model was approved in March 2019. [Click here](#) for the full report.
- 3.5. The PCC and members of his team were involved in the overseeing of the planning and design process, acting as a critical friend throughout, to support, provide advice and to scrutinise their decision making to ensure that the model produced an effective policing service for

Warwickshire that was affordable and met the priorities laid out in the Police and Crime Plan. The underpinning structure of the Target Operating Model is provided in Fig 1 below.

- 3.6. Evolve I delivered this structure in full by March 2020 (with newly built teams mobilising in stages up to March 2020). By March 2020, the majority of shared services were now operating as standalone services within the force.

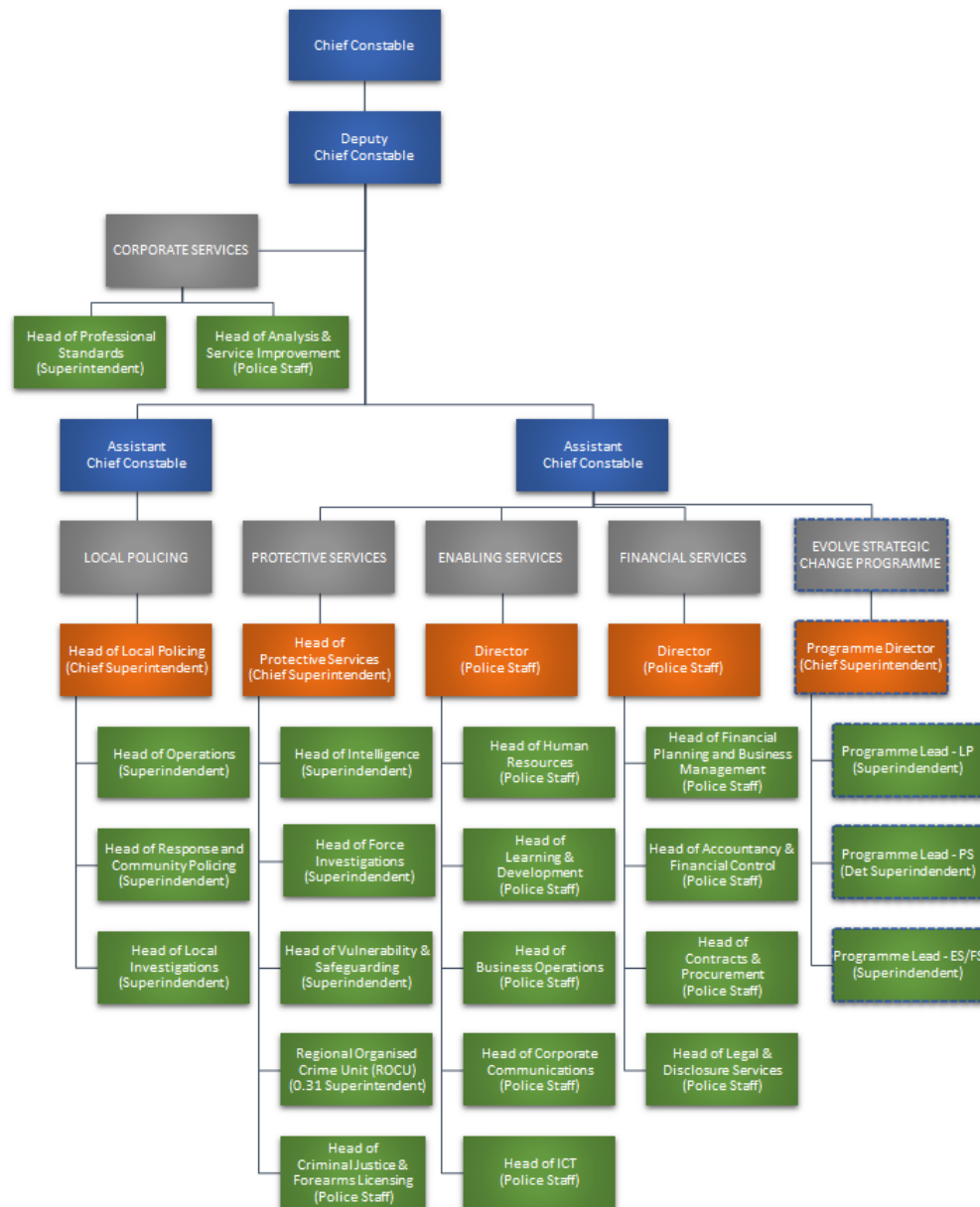


Fig 1: Operating Model implemented via Evolve I

3.7. Once the Target Operating Model was agreed, Fig 2 below provides the delivery structure put in place to deliver Evolve I. The structure involved internal design and delivery resources under the direction of ACC David Gardner, with consultancy support from Accenture. Specific workstreams were mobilised as follows:

- WS1: Local Policing.
- WS2: Protective Services.
- WS3: Enabling Services / Finance / Professional Services.
- WS4: ICT transition (management structure implementation).
- WS5: Estates readiness.

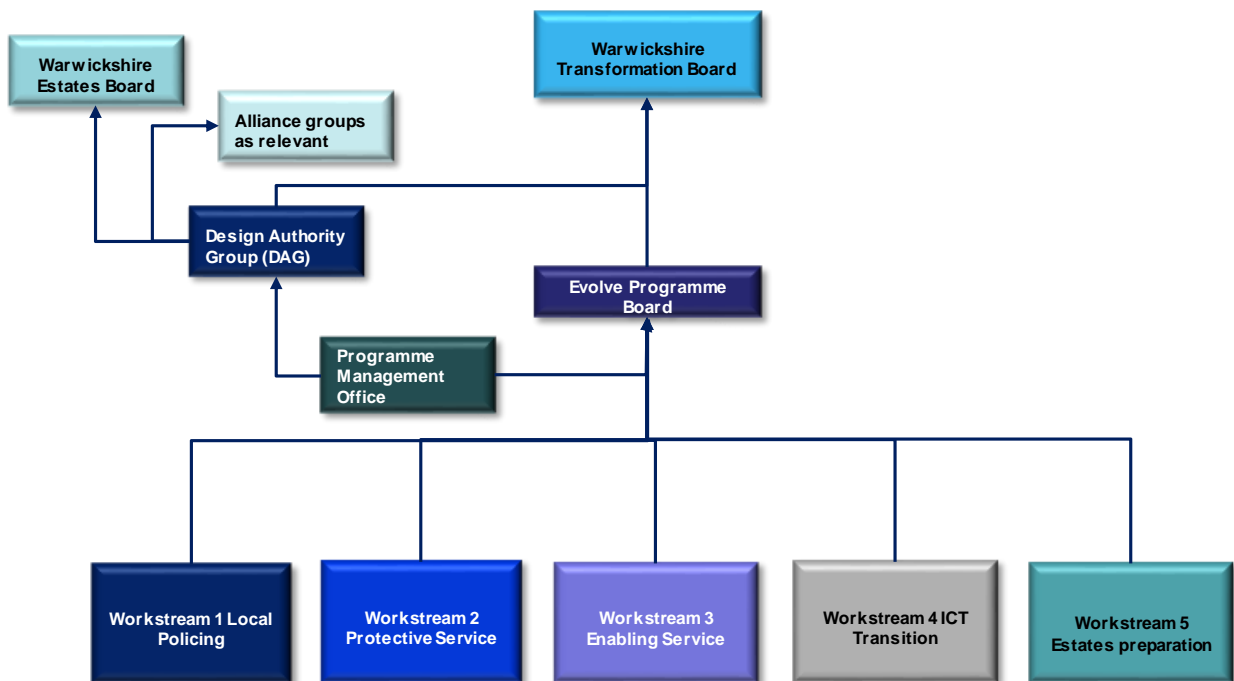


Fig 2: Programme Structure to deliver Evolve 1

3.8. Aligned to the Target Operating Model, provided in Table 1 below is a summary of the in-scope services that were successfully rebuilt as standalone services between October 2018 and March 2020). At the time of writing no further programme actions are required from within Evolve. As noted, these services are now subject to continuous improvement and any further (significant) change will be taken via the Empower (People) Programme which is reviewing the force's operating model holistically against the Fit for the Future Strategy.

Directorate	Business Area	Service Rebuild				
		Design	Recruitment	New Processes	Estate Readiness	Stand-alone Service
N/A	Senior Leadership	Complete	Complete	Complete	Complete	Complete
LP	Public Contact	Complete	Complete	Complete	Complete	Complete
LP	Duties & Ops	Complete	Complete	Complete	Complete	Complete
LP	Road Safety	Complete	Complete	Complete	Complete	Complete

LP	Firearms/Dogs	Complete	Complete	Complete	Complete	Complete
PS	Force Intelligence	Complete	Complete	Complete	Complete	Complete
PS	Specialist Ops	Complete	Complete	Complete	Complete	Complete
PS	Vulnerability & SG	Complete	Complete	Complete	Complete	Complete
PS	CJ & FLU	Complete	Complete	Complete	Complete	Complete
PS	Force Investigations	Complete	Complete	Complete	Complete	Complete
CS	Finance (Strategic)	Complete	Complete	Complete	Complete	Complete
CS	Legal	Complete	Complete	Complete	Complete	Complete
CS	Contracts & Proc.	Complete	Complete	Complete	Complete	Complete
CS	HR (Strategic)	Complete	Complete	Complete	Complete	Complete
CS	L&D (Strategic)	Complete	Complete	Complete	Complete	Complete
CS	Bus. Ops	Complete	Complete	Complete	Complete	Complete
CS	Corporate Comms	Complete	Complete	Complete	Complete	Complete
CS	ICT (Strategic)	Complete	Complete	Complete	Complete	Complete
Prof. Serv.	A&SI	Complete	Complete	Complete	Complete	Complete
Prof. Serv.	PSD	Complete	Complete	Complete	Complete	Complete
Prof. Serv.	Vetting	Complete	Complete	Complete	Complete	Complete

Table 1: Programme Structure to deliver Evolve 1

- 3.9. While this report provides a summary of Evolve I, it must be noted that what was achieved during this period was immensely significant for the force. Following the notice to terminate Warwickshire Police was in a vulnerable position, with many critical services shared and based outside the county.
- 3.10. This 'vulnerability' was acknowledged and the PCC made available increased funding to deliver the necessary transition of services through the Evolve programme over the medium term. The total costs of the Evolve programme totalled £28.7m, across capital and revenue and over various financial years. This was funded partly from local reserves, but the PCC and his team also worked actively with Chief Officers through a series of long and complex negotiations with West Mercia to arrive at an agreed financial settlement of £10.77m for the reasonable costs of exiting the alliance, in line with the terms of the strategic alliance collaboration agreement.
- 3.11. This settlement alleviated the pressure on local funding, helped to ensure the future financial viability of the force and the investment enabled Evolve I to move the force from a position of vulnerability to a position of strength. The force designed and implemented a new operating model over a short period of time, attracted its choice of senior leaders for many of the new leadership positions, and mobilised multiple new standalone services. It did this while maintaining performance and policing outcomes and minimising the impact on officers and staff as much as possible. The success of Evolve I, enabled the force to press on with the most complex areas under the Evolve II umbrella.

Evolve I: further actions required

Description	Action Required	Owner	Action Date
None	None	None	None

Evolve I closure acceptance criteria

1	Produce the target operating model for Warwickshire Police	Met
2	Successfully transition in-scope services no later than March 2020	Met
3	Ensure business continuity throughout the transition process	Met

Evolve II (June 2020 to March 2022)

This section provides the summary of activity and closure information for Evolve II. As noted in section 2, Evolve II included the following tranches of change:

- Review of the Operating Model, with a focus on Local Policing (which was largely untouched as part of Evolve I) and improving efficiency and effectiveness.
- Transition Digital Services, Transactional Services, and Forensics Services from shared alliance services to new services independent of West Mercia Police.

4. Evolve II: Operating Model Review (June 2020 to July 2021)

- 4.1. This tranche of Evolve II focused on service areas which had previously not been affected by the strategic alliance exit arrangements. The majority of Local Policing was already operating as standalone within Warwickshire Police back in 2019 and therefore it remained as such to support the force as a consistent service throughout a period of significant change across other areas of service.
- 4.2. This approach served the force well but once the majority of alliance separation work had been completed by March 2020, it was necessary to review the existing Local Policing arrangements to ensure they were fit for the future and served the force as being the most efficient and effective way to deliver local policing services to the communities of Warwickshire. This work commenced in June 2020 and was complete by July 2021.
- 4.3. As this work was undertaken, on the back of the COVID-19 health pandemic and taking into account the growing police officer establishment numbers (from PCC investment and national police officer uplift), financial pressures on the force grew. The PCC had supported the force through maximum precept increases, but he and the Chief Constable also agreed that the financial strategy must be one of a 'good and balanced' budget, with no routine reliance on reserves for meeting ongoing costs. The aim being to assure financial viability and sustainability into the medium term as a standalone force.
- 4.4. While the Evolve II work and review was being undertaken it was also agreed to seek options for how identified savings could be achieved consecutively. The opportunity was also taken to focus on building the force's resilience and operational capabilities to strengthen these in line with strategic priorities of the force's new 5-year strategic plan, Fit for the Future and in line with the priorities set by the PCC in the Police and Crime Plan. To achieve operational resilience in the force, being of a small size, it needed to rebalance its workforce, maximising every opportunity to ensure the force has the appropriate skills, capabilities and powers it requires across the entire organisation.

- 4.5. The core deliverables for the operating model review were:
- Review the Local Policing model, Protective Services and parts of Enabling Services, to support delivery of the 5 year Fit for the Future plan.
 - Deliver savings of between £2m and £6m.
 - Base the operating model on 1100 officers, up from 963 officers from Evolve I.
- 4.6. The implementation of this aspect of Evolve II changes were completed by July 2021 and resulted in a number of structural and people changes, not least including police officers being re-deployed to achieve the best balance of experience within teams, the best use of statutory powers to protect people from harm and using our increased officer numbers to improve operational resilience to meet exceptional demands. These changes impacted the Domestic Abuse Unit, Harm Assessment Unit, Intelligence, OCC and police staff investigator roles across Local Policing, Protective Services and Professional Standards.
- 4.7. A summary of the outputs of the operating model are provided in Table 2 below, aligned to the Fit for the Future Strategy pillars. All outputs were completed by July 2021. The full design and recommendations can be found [here](#).

Strategic Pillar	Deliverable	Complete?
Prevent and Protect	Align proactive resources under one command in Protective Services and retain a funded vehicle crime team.	Yes
	Align PIP 2 investigation resources under one command, and under the direction of the Head of Crime	Yes
	Strengthen reactive and proactive investigations with a growth in warranted officers, which will be PIP 2 trained over time	Yes
	Strengthen vulnerability teams, with additional warranted officers and a fully funded CATE team	Yes
	Strengthen the Intelligence function, with 24/7 police officer capability, and growth in funded threat desks	Yes
Respond and Reassure	Maintain a Patrol function in the model at 310 police constables	Yes
	Retain the current SNT police officer numbers and Rural Crime team	Yes
	Align the Harm Hub to SNT to improve focus on respond and reassure. (Crime prevention, licensing, IVM, Hate Crime, victim satisfaction)	Yes
	Create a new volume crime capability within Local Policing to handle prisoner processing, telephone investigations and follow up enquiries, relieving pressure on patrol	Yes
	Increase police officer numbers in the OCC to continue focus on managing demand at first point of contact	Yes
	Improved shift pattern within the OCC, to improve performance and generate some savings (led by business area)	Yes

Efficient and Effective	Supervision efficiencies by combining functions such as Firearms Licensing and Custody	Yes
	Create a new Evidence Review Officer function within Criminal Justice to improve our CJ performance and efficiency	Yes
	Convert a number of posts to warranted officer posts to increase the resilience and capability of the force in key capabilities such as firearms, PSU, SIO and contingencies	Yes
	Investment in A&SI to deliver better data and performance management, increasing efficiency of the model	Yes

Table 2: Outputs of Evolve II's operating model review

- 4.8. Provided in Fig 3 below is a high-level overview of the structural changes that were implemented through this work aligned to the outputs in Table 2.

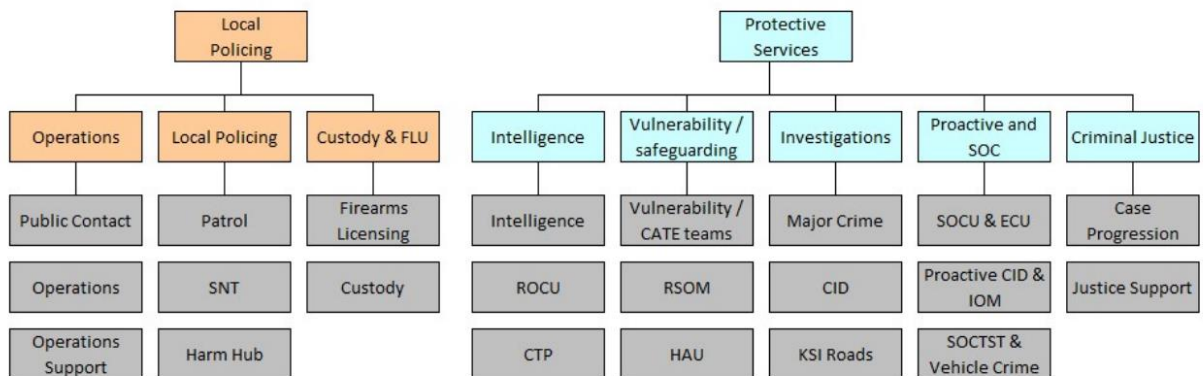


Fig 3: Departmental structure following Evolve II

- 4.9. In addition to the operating model improvements from this tranche of Evolve II, a significant outcome was the delivery of £4.4m savings in 21/22. Other savings totalling circa £0.4m were also identified to deliver on the financial strategy in 2021/22 but were outside the direct scope of Evolve.

Evolve II (Operating Model Review): further actions required

Description	Action Required	Owner	Action Date
None	None	None	None

Evolve II (Operating Model Review): closure acceptance criteria

1	Operating model efficiency and effectiveness recommendations agreed to the satisfaction of the Chief Constable	Met
2	Savings of between £2m and £6m identified and agreed	Met
3	Deliver the agreed operating model changes and cost savings	Met

5. Evolve II: Transactional Services (November 20 to September 21)

- 5.1. In September 2019, Warwickshire Police and West Mercia Police re-negotiated and agreed a new S22 that would see transactional services move to a West Mercia hosted model (previously a shared service) until September 2021. This decision was supported and funded by the PCC, who continued to receive regular updates on the progress of the Evolve programme.
- 5.2. Under the hosted service, all transactional services were delivered to Warwickshire Police via the West Mercia Business Operations Centre. Transactional services include:
- People Transactions:
 - HR and Recruitment;
 - HR Systems Administration; and
 - Learning Support.
 - Finance Transactions:
 - Purchasing;
 - Payments and Income;
 - Treasury / Exchequer;
 - Finance Systems Administration; and
 - Payroll.
- 5.3. An option seriously explored by the force for transactional services was a collaboration with West Midlands Police who invested heavily in new technologies and service transformation. West Midlands Police approached the force with a proposal and following a longer than planned discovery phase (due to COVID-19 and other West Midlands Police driven delays) and the incurrence of some costs, the significant increase in projected service costs and other factors meant the proposal could not be taken forward.
- 5.4. Instead, the force mobilised a specific programme to design and deliver transactional services internally and no later than September 2021 (noting the Origin HR System would continue to be shared until March 22 as supplier led activity to separate it could not be completed in time).
- 5.5. The starting assumption was that the force should consolidate its returning transactional services in a single Business Operations Centre model. However, after careful consideration against efficiency, effectiveness and demand analysis criteria, a one-team customer service approach, but with a decentralised management structure was recommended for the size and scale of the force's returning transactional services. The implemented structure is provided in the Figure 4 below and the detailed design and business case can be found [here](#)

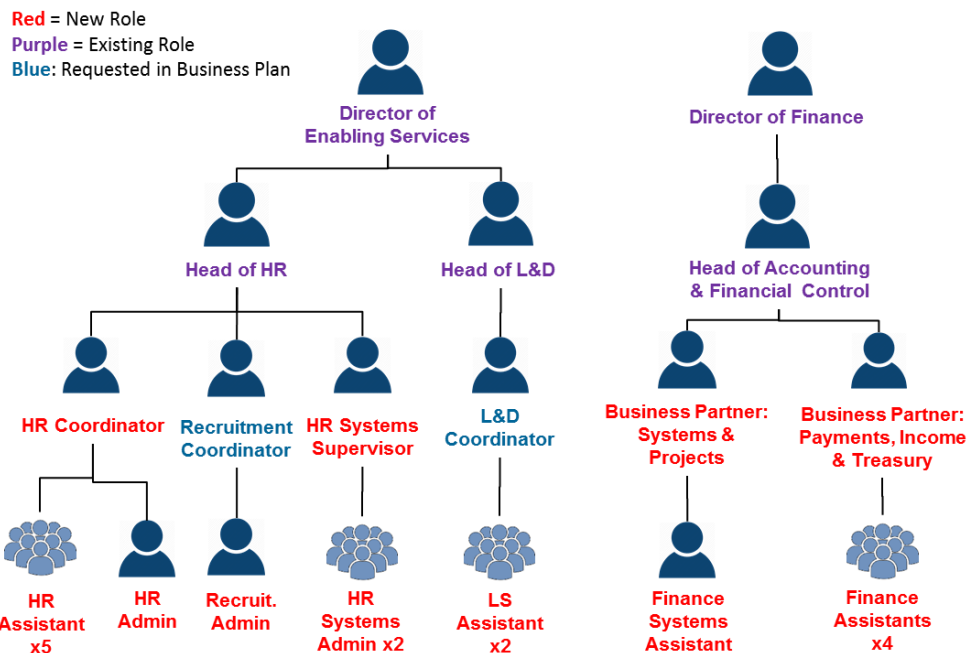


Fig 4: Transactional Services Operating Model

- 5.6. The model required the force to recruit 20 FTE across HR, Finance, Learning Support and Systems Admin at a cost of £1.07m per annum (FTE and License costs). The five-year service cost for an internally delivered service is estimated to be £5.238m. It should be noted this is approximately £4m lower than the proposed West Midlands Police collaboration run-costs costs and broadly similar to the hosted cost via West Mercia Police.
- 5.7. Payroll was the outlier. Payroll was delivered via a hybrid service between Liberata and West Mercia Police payroll. The chosen solution for the force going forward was to outsource payroll completely as a fully managed service to Liberata. This was the lowest cost option and the least risky in terms of the force having to recruit and train a payroll team from scratch and to a deadline, which had a high risk of failure, coupled with Liberata already having significant corporate knowledge of Warwickshire Police payroll, and as the existing host of our payroll data / system on Liberata's cloud.
- 5.8. It was agreed that the force's existing suite of technologies would be retained to support the transactional service. Procuring and delivering alternative applications was out of scope due to hosted service separation timeframes. The core applications that were migrated are provided below. The Transactional Services Programme worked closely with the Digital Services Programme to transition these applications.
- Origin (HR, Learning Support, Duties Management).
 - Efins (Finance and Procurement).
 - iTrent (Payroll).
 - OLEEO (Recruitment).
 - XPS / LGPS (Pensions).
 - NCALT (National Learning).
- 5.9. One system not taken forward was the MyBop / Assyst ticketing system with an intranet-based solution implemented instead. This was largely because MyBop / Assyst was used across multiple business areas, including Business Operations and ICT (outside the scope of the

Transactional Services programme), neither of which would continue to use it and it was not sustainable (operationally or financially) for the level of demand that transactional services would place on it.

5.10. Provided below are the deliverables for the transactional services programme.

Deliverable	Complete?
Produce the Target Operating Model for transactional services delivered internally within the force	Yes
Design and embed the new processes and working practices that will be carried out by the newly built internal teams	Yes
Recruit all identified roles within the Target Operating Model	Yes
Agree a comprehensive knowledge transfer training programme with West Mercia Police for newly recruited roles	Yes
Build a transactional services portal on the intranet to provide customer facing guidance and request for service processes	Yes
Ensure a smooth cut-over from the hosted service to the newly built services no later than September 21	Yes
Successfully transition the hosted West Mercia payroll service to a fully managed service with Liberata no later than September 2021	Yes
Design and embed a decentralised purchasing function (PO raising and Goods Receipting) via super users within business areas, to avoid creating a dedicated team within the force	Yes
Work in partnership with the Digital Services Programme to successfully transition the transactional applications from shared West Mercia applications to Warwickshire Police standalone applications	Yes

Table 3: Transactional Services deliverables

- 5.11. The Transactional Services Programme delivered a smooth exit from the West Mercia hosted service by September 2021 via the implementation of the new operating model and with minimal issues during the delivery process. The programme was closed in November 2021 through the Programme Board. A copy of the final closure report is provided [here](#).
- 5.12. A key lesson learned is the importance of agreeing commercials with trusted partner agencies as quickly as possible. This would have avoided unnecessary delay and cost avoidance for discovery work with West Midlands Police that wasn't taken forward.
- 5.13. As part of the closure there were a number of identified ongoing actions. These are summarised in the table below.

Evolve II (Transactional Services): further actions required

Description	Owner	Action Date
Review the fully managed payroll service with a view on whether the service is better brought in house	Alson Hall	Within 12 months of the current contract ending
Deliver the agreed Origin upgrades as per the commercial agreement with Capita	Empower	April 22 to April 23
Ongoing review of the capacity in the model to meet acceptable service levels. Any changes to the model to be channeled through Busienss Review Board as per normal processes	Busienss Owners	Ongoing

Evolve II (Transactional Services): closure acceptance criteria

1	Agree the operating model for the future transactional services	Met
2	Ensure the model is fully operational no later than September 2021 and that hosted service terminates by September 2021	Met
3	Separate the transactional services applications from hosted West Mercia applications to standalone applications for Warwickshire Police	Met
3	Ensure business continuity throughout the transition process	Met

6. Evolve II: Forensics Services (February 20 to September 21)

- 6.1. Following a detailed options analysis, Warwickshire Police entered into a formal collaboration agreement with West Midlands Police for the delivery of forensics services, a decision supported by the PCC. The collaboration sees forensic services provided entirely by West Midlands Police to Warwickshire Police with some existing Warwickshire Police forensic resources placed under the 'direction & control' of WMP as part of a single service. The forensics services Business Case can be found [here](#). The detailed collaboration design can be found [here](#). The formal programme closure report (October 21) can be found [here](#).
- 6.2. As noted earlier in the report, the direction of travel for Warwickshire Police at the start of Evolve I is the rebalancing of services back to a more normal level of collaboration seen in other forces. However, the force would seek to share capabilities that could exploit any proven operational synergies within the region and maximise the benefits of regional and national programmes in areas such as specialist capabilities.
- 6.3. Forensics services are specialist capabilities. They are a critical part of police investigations that contribute to performance across the full range of police activity. For Warwickshire Police to stand up its own forensics services would have been a significant financial and operational

challenge for a force our size, requiring major investment at the existing Warwickshire forensics hubs and achieving the necessary accreditation being prohibitive.

- 6.4. In this context and given the requirement to ensure the continued provision of an effective and affordable forensic service, it was agreed to collaborate and fund provision of the following capabilities from West Midlands Police:
- Forensic Investigation Resource & Submissions Team (FIRST).
 - Major Crime Scene Management & Coordination.
 - Major Crime Laboratory.
 - Fingerprint Bureau.
 - Fingerprint Development Laboratory.
 - Digital Forensics (Tier 1 & 4).
 - Drugs Expert Witnesses.
- 6.5. Under the model, Warwickshire Police retains and continues to pay costs for some capabilities, resources for which are based in Warwickshire sites, but with 'direction and control' given to WMP as part of a wider collaborative arrangement from which both forces benefit.
- 6.6. WMP Forensics management directly employ all resources operating from WMP sites and operate under BAU management practices. They also have direction and control of the FSI/SOCO hub in Bedworth, the resources from which remain employed by Warwickshire Police but are tasked by West Midlands Police. Work is conducted cross-border as necessary in conjunction with WMP FSI/SOCO.
- 6.7. Warwickshire Police holds WMP accountable for agreed forensic service provision through quarterly meetings where robust and comprehensive management information and financial analysis of external forensic spend is presented.
- 6.8. To enable the collaboration, significant and complex technical work was required to either consume West Midlands Police applications from Warwickshire, and vice versa for West Midlands consuming Warwickshire applications. A summary is provided below.

WKS Consumption of WMP Applications

- SOCRATES
- FISH
- Q-Pulse
- Property System.

WMP Consumption of WKS Systems

- STORM and WEBSTORM
- ATHENA
- Property Management System ("PMS").

Data Access for National Systems

- Staff Elimination Database and IDENT1
- National Footwear Database
- PNC (Shared access, where WKS will also be able to update WMP information).

- 6.9. Wider applications used by the force for the delivery of forensics services were either decommissioned or retained for in-house capabilities.
- 6.10. Provided below are the deliverables for the forensics services programme.

Deliverable	Complete?
Define the collaboration model with West Midlands Police to the satisfaction of Chief Constable via detailed design and approved business case. The costs associated with the maintenance of the model/capability must be sustainable and within the available financial envelope.	Yes
Coordinate the development and agreement of the required S22 between Warwickshire Police and West Midlands Police to provide the legal basis for the collaboration – including the data sharing agreement	Yes
Lead the management of change process for existing Forensics staff to West Midlands Police.	Yes
The model must be operationally effective for Warwickshire Police underpinned by agreed SLAs for which Warwickshire Police will hold West Midlands Police to account. The model must not compromise existing partnerships and enable Warwickshire to continue to support regional and national drivers.	Yes
Design and embed the new processes and working practices that will be carried out to support the collaboration model and apply change management to successfully embed them including the request for service processes to be used by Warwickshire Police when requiring forensics services	Yes
Successfully off board Warwickshire Police from West Mercia Police hosted applications used to deliver forensics services	Yes
Produce the technical design and architecture for applications used for the collaboration – including what and how both forces will consume each other's systems.	Yes
Ensure the service is fully operational no later than September 2021	Yes
Maintain business continuity throughout the transition via robust governance between West Mercia Police, West Midlands Police, and Warwickshire Police	Yes

Table 4: Forensics Services deliverables

- 6.11. The collaboration with West Midlands Police commenced September 2021, and the hosted service with West Mercia Police ceased September 2021. The implementation of the collaboration was complex and important work has been delivered within agreed timescales and budget. There are still a number of activities to be delivered in order to reach the recognised 'end state' as per the table below. The programme was formally closed in October 21.

Evolve II (Forensics Services): further actions required

Description	Action Required	Owner	Action Date
Implement measures for certain West Midlands Police (WMP) staff to be able to remotely access Warwickshire Police (WKS) applications, namely: <ul style="list-style-type: none"> Storm; Athena; PMS; Elvis; PNC; Evidence.com; Intranet 	Work with WKS and WMP IT specialists, Information security and other stakeholders (including Finance) to complete this activity	Martin McNevin - Operational Programme Manager	Dependant on implementation of WKS IT infrastructure (Before 01/04/2022) Predicted completion date: 01.08.22
Further explore with a view to Implementing measures for certain WKS staff to be able to remotely access WMP applications, namely: <ul style="list-style-type: none"> Fish; Socrates; Intranet 	This activity was removed from the initial scope of the project, but needs to be progressed and completed (if possible), through IT specialists	Martin McNevin - Operational Programme Manager	Completely dependant on implementation of WMP IT solution (robotics) Ongoing
Explore with a view to implementing the WMP Digital Forensics 'Go to Guide' App in WKS	This activity was referenced in the initial collaboration proposal and needs to be progressed through WMP IT specialists and commercial business management	Martin McNevin - Operational Programme Manager	Completely dependant on implementation of WMP IT solution (cloud) and financial vs operational considerations Ongoing
Relocate Ident 1 server from West Mercia (WM) to WKS	Continue work to finalise plan with WM colleagues, WKS IT and Home Office to complete this activity	Martin McNevin - Operational Programme Manager	To be determined as part of planning process Ongoing
Lead the implementation of CAID in WKS	Whilst ownership will 'sit' with OCSET there is a requirement to continue work to finalise plan with WKS (Evolve) IT, CDW, Home Office CAID and stakeholders to complete this activity	Jag Dhaliwal – Evolve IT Martin McNevin - Operational Programme Manager	01/04/2022 Predicted completion date: 01.10.22
Lead the implementation of OIC viewing folders in WKS	Work with WKS (Evolve) IT specialists and stakeholders to complete this activity	Jag Dhaliwal – Evolve IT Martin McNevin - Operational Programme Manager	Dependant on implementation of WKS IT infrastructure (Before 01/04/2022) Predicted completion date: 01.08.22
Implement data storage location on new WKS network	Work with WKS (Evolve) IT specialists and stakeholders to complete this activity	Jag Dhaliwal – Evolve IT Martin McNevin - Operational Programme Manager	Dependant on implementation of WKS IT infrastructure (Before 01/04/2022) Predicted completion date: 01.08.22

Evolve II (Forensics Services): closure acceptance criteria

1	Agree the operating model for the future forensics services	Met
2	Agree the S22 and data sharing agreement	Met
3	The technical and operational changes required to enable the collaboration are in place no later than September 2021	Mostly Met
3	The hosted West Mercia Service ceases in full no later than September 2021, and the West Midlands collaboration commences no later than September 2021	Met

7. Evolve II: Digital Services (March 19 to March 2022)

- 7.1. The Evolve Digital Transition Programme (DST) was the most complex and costly change delivered under the Evolve programme.
- 7.2. The programme was responsible for launching wholesale new technological infrastructure, equipment and tools for our workforce. This included, but was not limited to:
- Designing Warwickshire Police's digital Services from the ground up. The original blueprint designed under Evolve I can be found [here](#).
 - Building independent and new network and hosting infrastructure in line with NEP requirements and enabling the force to consume services from partner agencies.
 - Migrating all sites to the new network and infrastructure.
 - Separation and migration of all applications used by Warwickshire (and/or decommissioning those no longer used).
 - Data/email/user separation and migration.
 - Deployment of new end user devices to all officers and staff.
 - Building the new core Windows 10 and M365 platform and introduction of new capabilities such as MS Teams.
 - The separation of the OCC from legacy infrastructure / networks, upgrades to Storm, and the migration of the OCC to Stuart Ross House.
 - Procurement and onboarding of a Managed Service Provider.
- 7.3. All of this had to be done while exiting the hosted West Mercia ICT service with minimal dual running while maintaining business continuity and within the budget envelope agreed with the PCC.
- 7.4. Supporting DST with the design and delivery of Digital Services transition were partner consultancies SCC and Mint Tulip. Due to the specialist nature and technical complexity of the work, the DST programme recruited a number of contractors to support the internal resources.
- 7.5. The Evolve Digital Transition Programme was structured around three thematic workstreams:
- **Infrastructure:** Secure and strategically aligned re-platforming and the introduction of enterprise Infrastructure Network and End User Services, which connects all the

organisational units and separate from the Shared Technical Environment in line with LECN and NEP requirements.

- **Applications:** A tactical hybrid cloud lift and shift (with some refactoring) of Warwickshire applications with the co-location component of the environments supporting the consumption of Blue-Light and Transactional Services.
- **Services:** The core support work-stream sets up the Digital Services Model (Intelligent Client – Managed Service & Change Delivery functions) and is the recipient of the other work-stream service deliverables.

7.6. Within the three workstreams, seven core projects (in reality, programmes) were implemented through DST to progress the design, delivery and transition of Digital Services. Figure 5 provides a summary of the seven projects. This is followed by a deeper dive on the closure information for each.

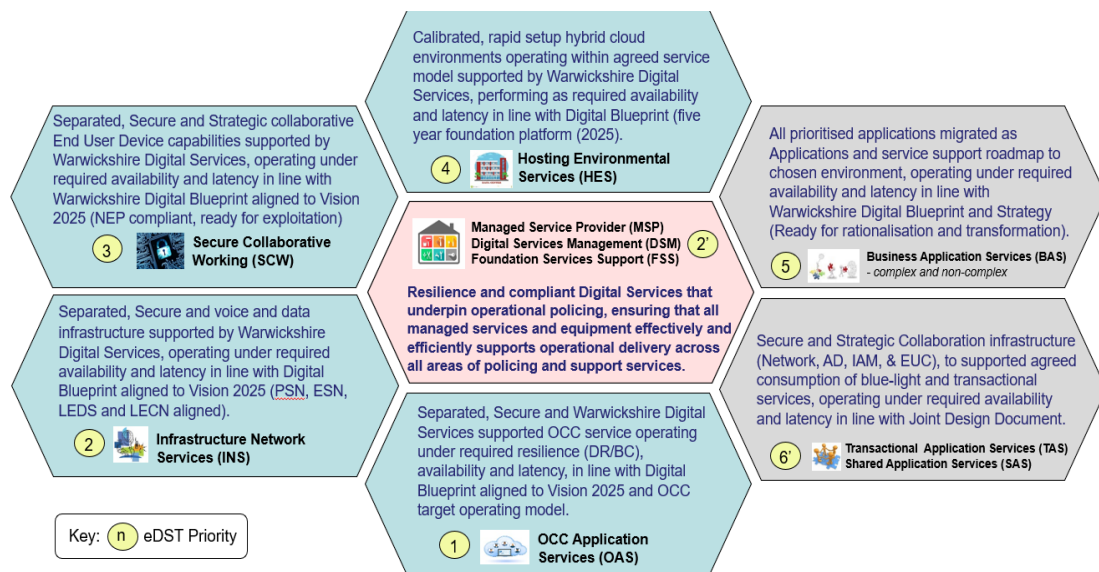


Fig 5 – DST Programme Structure

Managed Service Provider Programme (MSP)

- 7.7. Following detailed options analysis, a Managed Service Provider model was agreed as the most appropriate solution for select ICT services. A robust recruitment process was run with Risual the chosen supplier.
- 7.8. The high-level blueprint of services procured from Risual are provided in Figure 6 below.

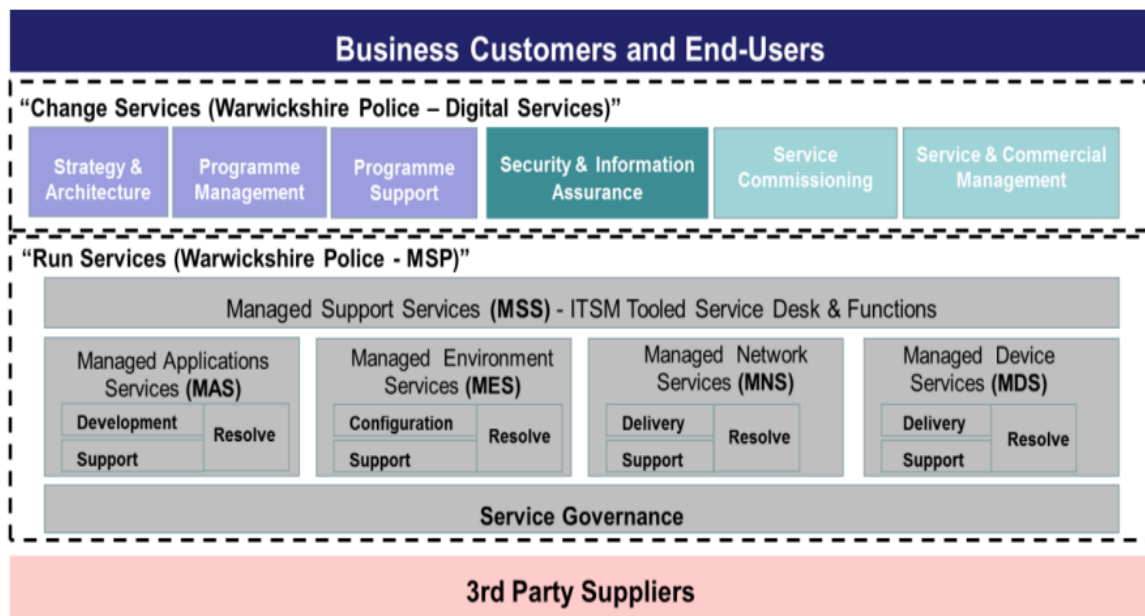


Fig 6 – MSP Service Blueprint

- 7.9. The 'Run Services' that provided by Risual are defined as:
- 7.10. **Managed Support Service (MSS):** This service is the single point of contact for users to interface with the overall ICT Service. It leverages the IT service management (ITSM) toolset and defined policies to be the first line support function for IT. It triages tickets and allocates to the correct resolver groups for resolution. It monitors suppliers against their OLAs/SLAs and provides transparency and reporting on performance. ITSM Tooling (as provided by the MSP) is the centralised toolset for service monitoring, management and reporting and provide the metrics that inform the running of the service and its performance against success criteria.
- 7.11. **Managed Device Service (MDS):** This service operates within the user workplace environment. This encompasses all physical devices including desktop, laptops, and mobile devices built to NEP standards (excludes all crypto devices including radios). It provides the operating systems, platform and the applications required to deliver day to day ICT functions to Customer service users. It provides the technology that assures the security requirements of a diverse and complex business and of the end user. It also provides the access to Internet of Things (IoT) devices such as door entry into buildings, CCTV and radios.
- 7.12. **Managed Environment Service (MES):** This service provides the technology for hosted and hybrid cloud platforms for the hosting of services. It ensures and enables application and infrastructure resilience, and a hosted environment that meets cloud compliance standards that are required to handle and manage data at a HMG 'Official' classification, appropriate data backups, replication and disaster recovery in composing production, pre-production, testing and training environments. This service provides a robust and scalable platform that gives the Customer the flexibility it requires to provide future growth and expansion. It ensures a cost efficient support mechanism that is tailored to the provisioning of server and server-less compute and storage environments including infrastructure support, demand forecasting, alarms with continuous monitoring, maintenance and optimisation in the form of Database as a Service (DBaaS), Oracle and SQL databases, noting our intention of phasing out Oracle-based platforms within the first 24 months of the MSP contract.
- 7.13. **Managed Network Service (MNS):** This service provides the backbone and the underlying connectivity and security for Warwickshire Police. It encompasses the connectivity between

sites and access to the Internet and cloud technologies as part of Warwickshire Police's Fit for the Future vision. It covers all aspects of Local and Wide Area Networks, Voice over Internet Protocol (VoIP), Internet connectivity as well as links to other public sector networks and Government frameworks via wired or wireless technologies. It encompasses the entire Warwickshire Police network infrastructure and includes all switches and firewalls.

- 7.14. **Managed Application Service (MAS):** This service provides the ongoing development and the day to day running of line of business applications, for example Athena and Storm. This service manages the portfolio of applications that the Customer uses, either where delivered as Software as a Service (SaaS), a web-based service or on top of a managed operating system where hosted or on the force's infrastructure.
- 7.15. Under the model, Warwickshire Police retains ownership of:
- All devices, printers and other peripherals and associated operating system licences.
 - All infrastructure devices including servers, storage controllers, storage arrays etc. used to deliver application services.
 - All network infrastructure, including cabling, routers, switches, etc. within Warwickshire Police sites.
 - All licences for business applications.
 - All data both electronic and physical.
- 7.16. Provided below is a summary of the deliverables at the time of closure, outstanding activities, key risks and lessons learned.

Project Deliverables		
Deliverables Planned	Date met	Actual (comment if variance)
Service Desk Transition	01/10/21	Met
OCC Programme Support	16/03/22	Met
Application Support	31/03/22	Met
Infrastructure Support	31/03/22	Ongoing
Network Support	31/03/22	Ongoing

Outstanding Project Delivery Activity		
Action Description	By When	Owner
Network support to Risual support partner Convergence	01/06/22	Digital Services
Infrastructure Support	30/06/22	Digital Services / Empower
Formal commencement of SLAs	01/06/22	Digital Services

Significant risks / issues carried forward to Empower		
Key Risks	Rating	Mitigation
Network support services support gap	H	Move support to Risual as part of contract
Risual SLAs not formally in place	M	Agree contractual SLAs. In progress via C&P
Lack of Risual resource	L	Contract is for 26 resources, which is short of the need to fulfil a customer of Warwickshire Police's size. Agree via contractual means via C&P

Lessons Learned
<ul style="list-style-type: none"> • Pace was clearly an issue, and a more thorough approach would have added more detailed process as services were handed over with minimal information to achieve support • Contractual SLAs should have been in place prior to go-live • Risual's initial sub-contractors for network support were slow to onboard so alternatives were sourced which caused delay to go live. A provider with network support inhouse would have overcome this issue or a separate contract for this if not offered by the contracted party during the tender process

7.17. Overall significant progress has been made in onboarding the MSP, noting this onboarding overlapped as Warwickshire Police was undertaking wholesale transformation of its Digital Services through the exit of the hosted service from West Mercia Police.

7.18. However as noted there is ongoing work to stabilise the service, including:

- Risual providing network and infrastructure support – this is largely being managed from internal Warwickshire Police technical resources at present.
- Commencement of the SLAs to ensure service levels are within agreed specifications.
- Ensuring the contracted resource from the MSP is appropriate for the service requirements and demand from Warwickshire Police.

Infrastructure and Applications Programmes

- 7.19. The next sections focus on the other two workstreams within the DST Programme – Infrastructure and Applications.
- 7.20. Provided below is a graphic illustrating how the six remaining projects were structured and managed within the two workstreams.

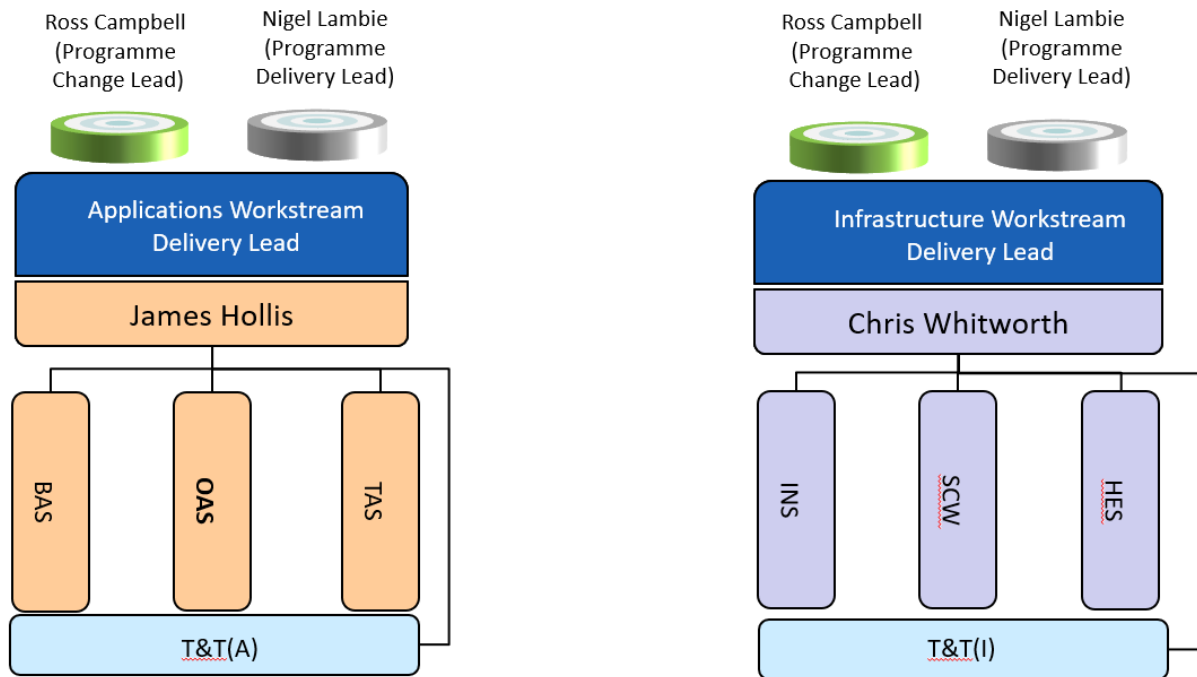


Fig 7 – Workstream structure

Infrastructure Projects: NEP, INS, HES, CSW

- 7.21. The infrastructure workstream consisted of three core projects:
- **Hosted Environment Services (HES):** To collaboratively commission “Environments” (with Active Directory & IAM) to hold applications migrated from ITSS and provide infrastructure foundation for applications consumption and future exploitation.
 - **Infrastructure Network Services (INS):** To collaboratively design and deploy new Data and Voice Network services for Warwickshire Police Digital Landscape (all sites).
 - **Secure Collaborative Working (CSW):** To collaboratively create and implement a strategic and robust NEP compliant end user ecosystem that is scaled for growth, supportable and meet business mobility requirements.
- 7.22. Provided in Figure 8 below is a summary of the three projects, the milestones and desired outcome.

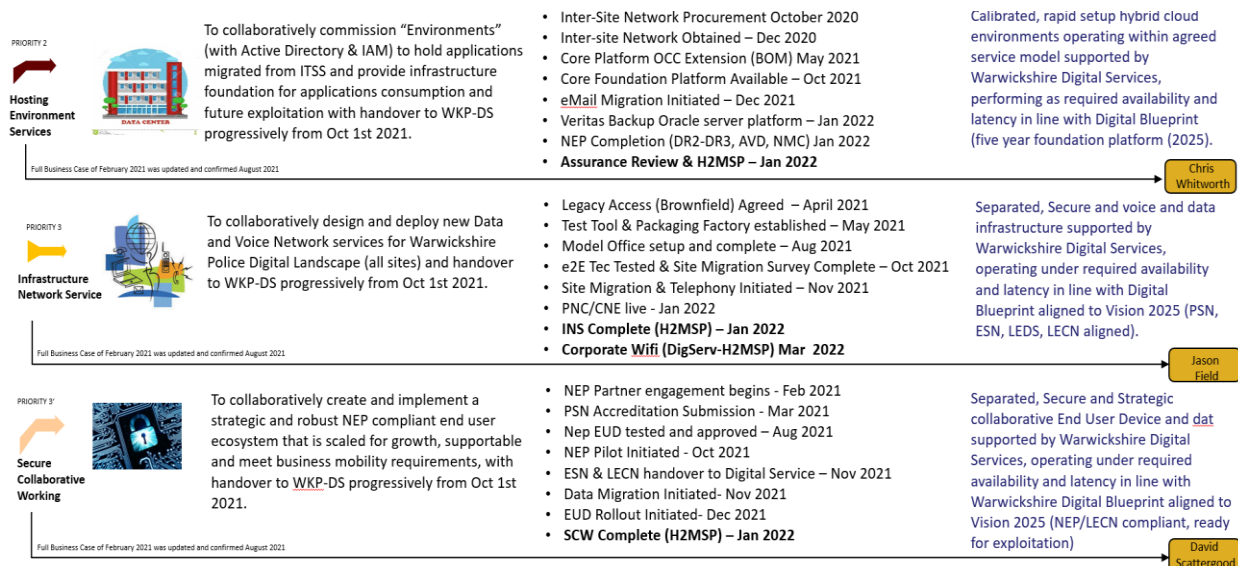


Fig 7 – Infrastructure Project Summary

7.23. In summary, the Infrastructure workstream, with the support of commercial partners SCC, Mint Tulip and Risual, delivered the following activities:

- The creation of a new Greenfield Environment for Warwickshire Police, which included a new WAN, LAN and new Service Infrastructure and Data Centres to host transitioned applications
- Hosting platform for the new OCC
- The migration of all in-scope sites to the new network and infrastructure
- Email and data separation from West Mercia, and migration to the Warwickshire infrastructure – including shared drives used by all officers and staff and permissions
- NEP compliance and accreditation for Warwickshire infrastructure and devices
- Always on VPN to enable remote access
- The core platform, including the Windows 10 and Microsoft 365 build, and associated capabilities such as MS Teams
- User migration from West Mercia Police to Warwickshire Police
- New NEP compliant devices such as laptops and phones to all officers and staff
- Telephony/VOIP, 'internet of things' (e.g. door control, BWV), managed print and corporate Wi-Fi and other enablers to provide a digital service
- Replacing the alliance confidential network (CNE) with a Warwickshire only version, using Amazon Web Service (AWS) as the service provider. Replacing all alliance terminals.
- Install a new force PNC network to replace alliance network
- Migrate Chronicle off the alliance network onto Warwickshire Police's network
- Robust testing and piloting processes
- Backup and disaster recovery
- Handover to the MSP to support as part of BAU

7.24. Provided below is a summary of the outstanding work across the Infrastructure workstream, with ownership. All outstanding work will be taken forward by Empower unless otherwise stated.

Project	Outstanding Project Delivery Activity		
	Action Description	By When	Owner
Chronicle	Change to a DNS A record	31/5/2022	Barry Chilcott
	Need to confirm transition doc has been accepted	20/5/2022	Jason Field
CNE	GIRR approval from PDS for roll out of remaining devices	TBC	Sajid Rehman/ Jason Field
	Swap out 10 pilot CNE terminal devices for new builds	13/5/2022	David Shelley
	Rebuild pilot CNE devices	20/05/200	Dave Shelley / Jon Clifft
	Roll out all devices following PDS approval	TBC	Dave Shelley
	CNE Firefox admin access	20/5/22	Sajid Reyman
	Transition doc submitted to Risual (5/5), awaiting approval	20/5/22	Jason Field
Network migration	Phase 3 Leek Wootton (core switches)	TBC	Jason Field
	Phase 3 Rugby (OCC DRR room)	TBC	Jason Field
	Risual to confirm network service management provider so we can work through transition documents	TBC	Risual
WAN Upgrades	Ryton site upgrade (site survey took place 3/5) BT installed (9/5) awaiting handover date	TBC	David Shelley
	Leamington – 2 nd line VMB diversity survey	TBC	David Shelley
	Confirmation of Convergence in place as the service management provider	TBC	Risual / Mike Carr
	Transition doc to Risual	TBC	David Shelley/
Network / Data Centres	Rugby DC having AC issues, may need to relocate, options are ARC or Leek Wootton	TBC	Jeremy Chivers
	Network Infrastructure still not under Risual Support		Mike Carr
Data migration	Final data migration from KCOM and VMB networks	31/05/22	In Progress and on track
	Permissions changes for access	31/05/22	BAU
	Redaction of data copied in error based on folder structures	31/05/22	BAU
	Sign off for data redaction/deletion/archive by WMP post migration	30/06/22	Alison Bayliss
	Permission based changes to allow/remove user access	31/05/22	JG and Risual
	Data destruction by WMP on all WKP data	30/06/22	Alison Bayliss

7.25. Provided below is a summary of the outstanding risks across the Infrastructure workstream, with proposed mitigation. Again, unless stated otherwise, these will be carried through to Empower for management.

Significant risks / issues carried forward to Empower		
Key Risks	Rating	Mitigation
Lack of Network support, issue if our contractors leave	H	Transition to MSP ASAP.
Some mobile phone users not activated	M	Meeting with EE to assign numbers and/or port to new SIM's
Data redaction on WKP side for WMP data copied in error	M	Process in place and SPOCs are cataloguing data to be redacted
CNE: PDS do not approve GIRR	M	GIRR is support by successful PEN test
CNE there is no remote update mechanism for the image beyond windows updates alone	L	Flash drive will be required to manually update at regular intervals/or major upgrade
WAN: Leamington is using the upgraded 300gb circuit, however the second circuit into has not been completed due to VMB incorrectly ordering though BT. If the upgrade circuit were to go down the site would have to consume data through 100gb circuit which would require manual switching.	M	Manually transfer to original 100gb circuit Escalated with VMB (Paula Johnston) Escalated to Adam Holmes Service Relationship Manager 9/5 Awaiting date from VMB for diversity survey, if required
Data migration: redaction on WKP side for WMP data copied in error	M	Process in place and SPOCs are cataloguing data to be redacted
Chronicle: Without DNS changes admin access will be stopped when the storefront unavailable – Chronicle	M	Request in with Vodafone to make the change
BWV using shared Alliance instance as agreed until March 2023	L	Agreement in place to continue to share the Alliance instance.

7.26. Provided below is a summary of the tactical lessons learned through delivery of the Infrastructure workstream; these are from the project teams directly. These will be carried forward for consideration to Empower.

HES/ NEP

- Engagement with MSP needed to be more aggressive, lack of leadership and control within the MSP team from WKP and Risual meant long delays in service transition.
- Availability of Hardware due to COVID meant long lead times for delivery which affected timescales.
- Reliance on 3rd party suppliers such as SCC and Mint Tulip meant that we were unable to progress at the speed we needed to, on reflection I would suggest creating our own team going forward when projects of this scale are required, this would also be more cost effective.

Data migration

- AD Trust would have allowed better migration of permissions
- Complex/Non-standard folder structures in WMP prevented full & accurate audit of all data to be migrated
- Fibre channel option to copy data from Physical servers where no WAN connectivity available to accelerate copy times
- AV scan of estate prior to any migration activity starting
- Force wide archiving of data and compression prior to migration
- Wider use of One Drive as users migrated to new WKP devices and read only permissions applied faster from WMP

Device rollout

- Build image should be kept up to date to minimise updates at end user level following first login
- Increase number of applications and installs onto build image to reduce deployment time for end user
- Determine exact hardware requirements per user prior to deployment for peripherals (Dock, Monitor, specialist software) and where required, deploy at end user site to sign off
- Simplify number allocation for new mobile phone users and go-live time
- Accurate asset tagging at deployment stage to ensure complete records
- Decommission of hardware to go through MS rebate scheme prior to disposal
- New SIM's available for enabled laptops

Chronicle

- UKfast where extremely helpfully in completing this project and I would recommend them again.

CNE

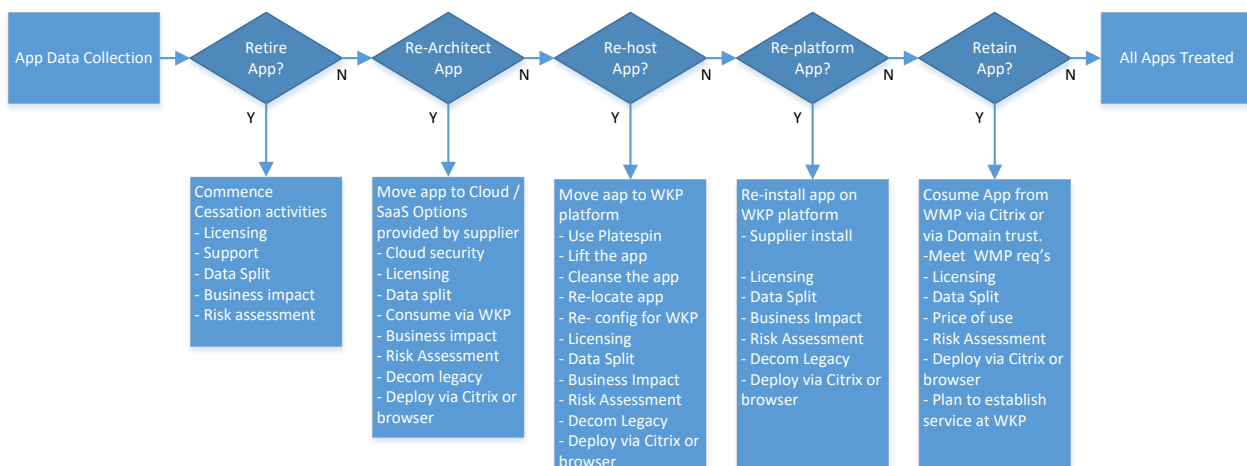
- AWS has proven to be more complex than anticipated which has resulted in delays.
- Poor handover documentation from those building the terminal led to inconsistent builds. It changed 3 times over 4 months.
- Arranging PEN tests have proved difficult due to lack of support available. Planning needs to ensure at least 1 week for full PEN test report

Network migration

- Early engagement vital and good VMB PM critical

Applications Projects: BAS, TAS, OAS

- 7.27. Please note OAS (the OCC programme) will be closed via a separate report directly from the project team. This reflects the scale of the work delivered within that programme, the Chief Officer focus on it, and the timelines that programme has worked to.
- 7.28. The Business Services Applications (BAS) Project and Transactional Services Applications Project (TAS) migrated shared/hosted applications (with West Mercia Police) to the new separated, secure and Warwickshire supported environment. The key deliverables were:
- The ability to consume and utilise external / national applications from Warwickshire's independent greenfield ICT estate
 - The ability to host on premise data centre applications on Warwickshire's independent greenfield ICT state and consume these applications from Warwickshire's independent greenfield ICT state
 - The ability to consume and utilise End User Compute applications from Warwickshire's independent greenfield ICT state
 - Retiring / decommissioning any Warwickshire application no longer required
 - Transitioning support to the Managed Service Provider once migrated.
- 7.29. The BAS / TAS project went through a detailed discovery phase, identifying over 300 potential applications and developing 'application passports' for each (what the application is, who uses it, data, transition approach etc).
- 7.30. The programme applied a consistent analysis approach to each application. This is summarised at a high level below.



7.31. The outcome of the discovery and design work was:

- 39 external applications required migration and re-hosting.
- 47 national applications required Warwickshire Police access from the Warwickshire network.
- 28 data centre applications (hosted on premise at West Mercia Police) required migration and re-hosting.
- 8 applications used to support Transactional Services required migration and re-hosting.

7.32. The work was complex, involving multiple suppliers and stakeholders, and had to be sequenced carefully with the wider programme and the business to ensure business continuity during transition. The work was supported by SCC (data centre applications) and Mint Tulip (application packaging and deployment). The work is now largely complete. Provided below is a summary of outstanding programme activity for both BAS and TAS projects. This work will be taken forward by Empower unless otherwise stated.

Project	Outstanding Project Delivery Activity		
	Action Description	By When	Owner
BAS	The ability to consume and utilise independently a further 6 national applications	June 2022	Jag Dhaliwal
	Training and Test environments for all the data centre applications	TBC	Jag Dhaliwal
	The ability for our 'Blue Light Partners' to consume and utilise the relevant Business Application Services	August 2022	Jag Dhaliwal
	Strategic Oracle Platform support and maintenance to Risual	June 2022	Jag Dhaliwal
	Completion of InfoSec and data separation for relevant applications	TBC	Jag Dhaliwal
TAS	eFin test environment access issues to be resolved prior to UAT and sign-off	July 2022	Ed Allin
	eFin WDAC changes – excluded from WDAC since go-live. Application repackaged to include in WDAC. Requires testing and deployment.	June 2022	Ed Allin
	Java coexistence solution (Origin/eFin/Arena) – to allow two different versions of Java to function on the same device. Package developed and handed over to Risual. Requires test deployment, testing, deployment to live and transition.	June 2022	Ed Allin
	Origin Clone Data Exchanges – finalise DataStage delivered feeds of data from Origin to Athena, Compact, AD and Confidential AD (via SailPoint), Centurion, Property Management System (PMS), PenTip, CycComms, DHL/NUMS.	June 2022	Ed Allin Resources
	Origin Clone – project closedown inc. lessons learned	June 2022	Ed Allin
	Automated daily Intranet feed from Origin and Active Directory.	June 2022	Ed Allin

	Origin Clone – onboarding of Oracle/Linux support partner via Risual	June 2022	Ed Allin
	Origin Clone – transition documents submitted, but dependent on Oracle/Linux support partner engagement as above. Solution Design also requires update.	June 2022	Ed Allin
	Intranet / Corporate Directory Feed – to add to existing Warwickshire Intranet Transition Document produced by SCC.	June 2022	Ed Allin

7.33. Provided below is a summary of the outstanding risks.

Significant risks / issues carried forward to Empower		
Key Risks	Rating	Mitigation
Service transition and knowledge transfer to the MSP was not comprehensive	M	Follow up and review via Mike Carr and Empower

7.34. Provided below is a summary of the tactical lessons learned. These are from the project teams directly. These will be carried forward for consideration to Empower.

Lessons Learned	
<ol style="list-style-type: none"> 1. There was a lack of overall programme resource planning, and this resulted in delays as projects were pulling on the same resources. 2. Project and programme governance needs to be pre-defined and should not be changed if possible, during the duration of the programme. 3. Project scope and project responsibilities need to be more clearly defined, project managers should be engaged at the start and responsible for the entire delivery including budget management. 4. Statements of work with delivery partners need to be more precise. 	

Digital Services Programme Acceptance Criteria

1	MSP Onboarded	Met	
2	MSP transition complete	Mostly Met	Outstanding activities detailed in this report with ownership
3	Warwickshire network and hosting infrastructure delivered as per design	Mostly met	Outstanding activities detailed in this report with ownership
4	Warwickshire site migrations complete	Met	
5	Email / data / user separation delivered	Met	
6	Core platform delivered	Met	

7	User devices rolled out	Met	
8	Internet of things, Wi-Fi, Telephony , PNC, CNE and other activity from INS delivered	Mostly Met	Outstanding activities detailed in this report with ownership
9	Extraction from the West Mercia services as per S22 requirements	Met	
10	Applications migrated as per design	Mostly met	Outstanding activities detailed in this report with ownership

8. Strategic Communications

- 8.1. Throughout the Evolve change programme and all its various phases an agile communications strategy informed how the programme would successfully engage and inform the workforce.
- 8.2. From the announcement of the alliance termination up until the closure of Evolve II and the transition to the new Empower change programme, these strategic communications strategies identified key communication objectives based on SMART outcomes and aligned to the AMEC (International Association for the Measurement and Evaluation of Communication) Integrated Evaluation Framework.
- 8.3. While the specific objectives varied, dependant on the change programme deliverables, the overarching communication outcomes were based on:
 - Informing and engaging the workforce to maintain morale and buy-in to the strategic change objectives
 - Encouraging and guiding our workforce through the various changes, ensuring accessibility to information in a timely manner
 - Identifying and engaging with key stakeholders
 - Maintaining and improving community confidence and satisfaction in the force throughout the large-scale organisational changes
 - Ensuring local and regional media reporting was factual and balanced.
- 8.4. As part of the communications strategy, clear programme identities were developed and implemented, with strong alignment of branding to the Warwickshire Police identity and #WeAreWarwickshire strapline.
- 8.5. A wide range of communications delivery channels and tactics across the four-year period were used to achieve the communications outcomes, these included:
 - *Internal*
 - Face to Face engagement events, team and function briefings, command team sessions, senior leader briefings, dedicated intranet portals, EBulletins, site specific engagement events, blogs, vlogs, animations, live chats, webinars, printed collateral such as banners, posters, leaflets, postcards and mouse mats.
 - *External*
 - Key stakeholder briefings
 - Community meetings and forums
 - Media briefings and interviews
- 8.6. Continuous and iterative evaluation of each phase of the communications strategy has informed the next. However, headline outcomes include:
 - 100% of the workforce given access to timely, specific, accurate and relevant communication materials to brief and inform of service changes.

- Dedicated new two-way engagement channels established to allow members of the workforce to interact with the change programme, raise questions, challenges and concerns and be directly responded to.
- 100% of senior leaders provided with timely, relevant and specific briefings and tools to enable them to cascade, inform and engage with staff within their business areas.
- Continuous and ongoing engagement with staff associations, unions and staff networks throughout the change programme.
- Development of a change champions network of individuals across the workforce acting as change advocates and supporting the successful implementation of deliverables.
- Delivery of key stakeholder briefings across the county in a variety of forums and formal briefing letters and papers.
- Delivery of multiple media interviews with police professional publications, local and regional print and broadcast media with chief officers and senior leaders alongside 100% of reactive media enquiries responded to within specific deadline timescales.

9. Strategic Lessons Learned / Notable Points

Theme	Description	Action	Owner
Strategic Alignment	Evolve, particularly the ICT transition was outcome based (exit the alliance within the agreed S22 timeframes). Following the significant investment in ICT it is critical there is a multi-year strategy for Digital Services to maintain/develop the capability in a controlled way to avoid the challenges present in the alliance.	Retain Geoff King for an agreed period. Digital Services Strategy a deliverable for Y1.	GK / AFS
Benefits	As above, Evolve, particularly ICT transition was outcome/pace driven not benefits driven/change management driven (noting the anticipated benefit was a key consideration in the various capital expenditures). It is important the benefits of the ICT investment in Evolve are realised now the transition has taken place and that widespread adoption of the new capabilities is in place to support our officers and staff.	Benefits realisation of the tech (and other investments) delivered via Evolve in scope for Empower. Benefits realisation and change management framework driven by the Change Management Office with an immediate focus on Evolve delivered activity e.g. M365 / O365 / MS Teams etc.	GK / KB

Pace of Change	Evolve delivered high quality, complex change at a pace not seen before within the alliance. This was due to adequate financing being made available, good governance and communication being in place, enabling correct decision making at the strategic level, but with a delegated authority to a tactical change capability able to execute those decisions and problems solve. The agility of Evolve is something we should strive for with Empower whilst ensuring the right balance of governance.	Accounted for in the Empower Governance Framework with incremental and frequent change targeted over 'big-bang' where possible	GK / NC / AFS
Capability	Further to the above, the Evolve change team had a breadth of technical expertise that was critical to the delivery of the programme and far in excess of what was available to WP previously and via the alliance, made possible through additional PCC funding made available to deliver the change. However, without this technical capability the level of business continuity achieved during transition and delivering within S22 timeframes may have not been possible. However, this capability came at a significant cost and reliance on contractors to maintain pace of change.	Review current FTC/FTE grades for key roles and ensure they are appropriate to the market conditions so WP can attract and retain these capabilities. Business cases to be produced as required as part of budgetary management processes.	GK
Ongoing Evolve activity	It is important that remedial / tidy-up work resulting from the transition is completed (decommissioning, stabilisation, lower priority activity during the peak transition period).	Carried over to Empower Tech.	GK
Operating Model	While the operating model went through necessary change during the 2018-22 period, now the transition has completed, a holistic review of the operating model is required to a) leverage the benefits of the new technologies, b) reflect all services have now transitioned, c) support the organisational financial strategy and fit for the future, and d) ensure an optimal match to demand.	Carried over to Empower People as its primary deliverable.	ACCs
Finance	During Evolve, a dedicated Finance support role embedded with the team was a significant enabler of strong financial control, reporting and assurance across a large programme of change (and spend). While this may not be possible as a baseline for all future change, the level of financial rigour should be maintained as closely as possible.	Empower financial control processes, reporting and assurance to be accounted for in the Empower governance framework	JC, GK, NC

Chief Officers	Strong engagement from, and flexible access to, the Chief Officers was a significant enabler of the Evolve team to work at pace and provide confidence the tactical change was aligned to Chief Officer expectations.	DCC to be SRO for Empower.	AFS
Police and Crime Commissioner	<p>The role played by the Commissioner and the OPCC was significant. Following the termination notice, the PCC worked with Chief Officers to develop the vision for Warwickshire police in a post alliance environment. The PCC acted as a critical friend to Chief Officers, providing support, advice and funding, but also challenged the force and scrutinised their decision making.</p> <p>The OPCC was also involved in discussions with a number of external stakeholders, including legal advisors, the Home Office Sir FH and colleagues at West Mercia to help resolve issues associated with exiting the Alliance.</p>	<p>PCC to continue to hold the force to account for its decision making and to ensure that the benefits of recent investments are now realised.</p> <p>PCC to continue to recognise its position of influence and use this to communicate with key stakeholders and to problem solve.</p>	PS, ED, PR SA
Intelligent Client	The force now has key external service providers resulting from Evolve i.e., MSP, Payroll and West Mids (among others). Effective commercial management of these suppliers will be key maintaining the confidence of our staff in the change delivered via Evolve.	Governance and assurance processes in place as per the contracts. Regular assurance and holding to account meetings in place.	CP, GK, AH, ACCs
External Facilitation	The role played by Sir FH regarding the facilitation of discussions and decisions between the two forces was a key enabler of the final outcome of Evolve.	To note.	COs
Commercials	It is important to close off Discovery work as quickly and efficiently as possible for potential collaborations with partner forces. For example, the potential collaboration with West Mids for Transactional Services, which was delayed by COVID and other West Mids driven delays. This will reduce time lost and due diligence cost	To note.	COs

10. Whole of Evolve Financial Summary

- 1.1. Provided below is the agreed final cost of the Evolve programme aligned to existing financial reporting. In summary
- Evolve represented a Revenue cost of **£8.027m** between 2019/20 and 2021/22
 - Evolve represented a Capital cost of **£20.716m** between 2019/20 and 2021/22
 - Overall Evolve represented a total capital and revenue cost of **£28.743m** between 2019/20 and 2021/22
- 1.2. Throughout the Evolve delivery process, Finance played a key role in financial management processes including through the dedicated accountant for Evolve. This level of rigour and engagement will be carried through to the Empower programme.

EVOLVE PROGRAMME	2019/20	2020/21	2021/22	TOTAL
	£M	£M	£M	£M
Revenue				
Digital Services Transition	0.646	0.423	0.330	1.399
KCOM extension	-	0.753	0.762	1.515
Police Staff/PMO	0.623	0.830	0.576	2.029
Infrastructure Hardware & Software and other	0.074	1.053	0.500	1.627
Estate	0.360	-	-	0.360
Transactional Services	-	1.097	-	1.097
Total	1.703	4.156	2.168	8.027
Capital				
AIM - Hosting	-	1.239	1.190	2.429
AIM - Business Applications Services	-	0.952	3.117	4.069
AIM - Shared Applications	-	0.180	0.867	1.047
AIM - OCC	-	1.566	1.159	2.725
AIM - Infrastructure & Network Services	0.263	0.664	1.192	2.119
Transformation Team	0.055	1.615	4.136	5.806
Digital Services Equipment	-	0.149	1.359	1.508
Forensics	-	0.268	0.282	0.550
Transactional Services	-	0.092	0.322	0.414
Estate	0.049	-	-	0.049
Total	0.367	6.725	13.624	20.716
TOTAL	2.070	10.881	15.792	28.743