



THE POLICE & CRIME COMMISSIONER FOR CLEVELAND

DECISION RECORD FORM

REQUEST:

Approval of funding for an increase to the Public Service Network in Policing (PSNP) capital scheme.

Title:

Public Service Network in Policing (PSNP) Capital Scheme

Executive Summary:

This is a Government wide initiative that will see all UK public sector organisations that utilise a secure government connection migrate to the new secure network (PSN). As part of this initiative, the Home Office have mandated an upgrade to the secure CJX communications network that all organisations in the criminal justice system, including policing, use for electronic communication (emails etc).

The Public Service Network in Policing (PSNP) scheme provides improved security and accreditation to Home Office standards. Without this scheme Cleveland Police and Office of the Police and Crime Commissioner will not be allowed to operate on the police secure network and communicate electronically with other Forces.

The revised standards for policing are exacting and have resulted in this large, complex and expensive technical infrastructure scheme.

The total cost of implementation in Cleveland is expected to be £603k split £493k and £110k over the financial years 2014/15 and 2015/16 respectively. A capital budget of £80k has already been approved for 2014/15 so the net increase requested is £523k. The business case attached was pulled together prior to tendering and contracting for the services required. As result of this tendering process the Capital costs have increased by £30k from those estimated within the business case however this has been more than offset by negotiating a reduction in the maintenance charge of £77k over the 5 year period.

Decision:

Approve additional funding of £523k for the Public Service Network in Policing (PSNP) Capital Scheme' bringing the total approval to £603k in line with the tendered estimate. The additional budget will be funded from Capital Reserves and will therefore not require any additional borrowing.

Implications:

Has consideration been taken of the following:	Yes	No
Financial	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Equality & Diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Human Rights	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sustainability	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Risk	<input checked="" type="checkbox"/>	<input type="checkbox"/>

(If yes please provide further details below)

Decision Required – Supporting Information

Financial Implications: (Must include comments of the PCC's CFO where the decision has financial implications)

The tendered cost of ensuring compliance with PSNP is estimated as £603k. £80k was previously set aside for this scheme however as the understanding of the work and its complexity has increased so has the financial implications. The additional budget will be funded from available Capital Reserves.

Legal Implications: (Must include comments of the Monitoring Officer where the decision has legal implication)

The introduction of this equipment will ensure compliance with the enhanced requirements of PSNP

Equality and Diversity Implications

There are no equality and diversity implications arising from this scheme.

Human Rights Implications

There are no Human Rights Act implications arising from this scheme.

Sustainability Implications

There are no sustainability implications arising from this scheme.

Risk Management Implications

There is a risk to the Force if it is unable to meet the enhanced standards of the PSNP as it would not be able to access vital operational information and intelligence.

OFFICER APPROVAL**Chief Executive**

I have been consulted about the decision and confirm that financial, legal, and equalities advice has been taken into account. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.

Signed: 

Date: 12/2/15

Police and Crime Commissioner:

The above request HAS / ~~DOES NOT HAVE~~ my approval.

Signed: 

Date: 12/2/15



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Business Case - PSNP

Steria Limited

Public Network Service in Policing (PSNP)

Cleveland Police

Prepared by:

Rory English

Document reference:

CP-PSNP-002

Version number:

Version 0.7

Document status:

Draft

Date of Issue: 21/01/2015



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Document history

Version no.	Date	Change
0.1	03/11/2014	Initial Draft.
0.2	07/11/2014	Revised Draft.
0.5	14/11/2014	Revised Draft; corrected revenue figures.
0.5-2	18/11/2014	Minor correction to capital figures.
0.5-4	25/11/2014	Budget.
0.5-5	18/12/2014	Section 6 - Further clarification to Budget.
0.6	13/01/2015	Draft – issued for board review
0.7	19/01/2015	Following feedback from Project Board

Related documents

Reference	Title
A15-A16	BID FOR CAPITAL EXPENDITURE - Migration to PSN v1 original bid
A15-A16	BID FOR CAPITAL EXPENDITURE - Migration to PSN v5-5 revised bid supported by this business case



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For information

Title
Steria Portfolio Manager
Cleveland Police Head of Business Transformation Unit

Authorisation

Title	Signature	Date
Cleveland Police T/Chief Constable		
Steria Delivery Director		
Cleveland Police Chief Finance Officer		
Steria Head of ICT		
Cleveland Police Information Security Officer		



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1 Introduction

Capital provision has been made for the anticipated Public Service Network (PSN) and Public Service Network in Policing (PSNP) upgrade for Cleveland Police. Since the initial assessment work, based on limited information regarding PSN, the additional requirements of the PSNP have been clarified by the Home Office. This has shown that the gap between what PSN delivers and PSNP requires has to be addressed by each of the forces. A gap analysis has been undertaken by the ISO and Steria Security manager to clarify the compliance gaps. Early indications show that the cost is £573K, and £195k* of revenue for a 5 year support & maintenance contract. *These figures assume a substantial discount on list price and may attract further reductions depending on the appointed supplier.

This document outlines the business case for the project and the increase in funding and budget needed.

1.1 Background

PSNP will involve moving from the CJX network to the Government Convergence Framework (GCF) to meet PSN requirements. Police forces then need to make further changes themselves to comply with PSNP. This is a Government wide initiative that will see all UK public sector organisations that utilise a secure government connection to migrate to the new secure network (PSN). It will also allow forces to move to an enhanced PSN, called PSNP for police forces. The primary focus of the project is the creation and accreditation of a revised infrastructure design, providing a more secure solution.

1.2 Budgetary Requirements

From October 2014, the Government Convergence Framework (GCF) came into existence and allows for the transition to PSN from October 2015. However, while government agencies need to comply with PSN, police forces also need to meet the exacting standards of PSNP (Public Service Network in Policing). A number of these requirements are not met by PSN and require forces to procure their own solutions.

The requirements of PSN and the additional requirements of the PSNP have been clarified. This has shown that the gap between what PSN delivers and PSNP requires has to be addressed by each of the forces. A gap analysis was undertaken against Appendix B code templates by the force ISO, the Steria Senior CLAS Consultant and Steria Security manager to clarify the compliance gaps (and was completed by end of April 2014). As can be seen in the Home Office TAP reports we are making good progress. A meeting was held in February 2014 at which ISO and ICT managers attended. This covered a range of areas;

- | | |
|--|-------|
| 1. Network scope | PSN |
| 2. Physical security and access control | PSN |
| 3. Boundary Controls/Gateways / Malware Protection | +PSNP |
| 4. Mobile / Home Working | +PSNP |

5. Wireless Network	PSN
6. Protective Marking and Monitoring	+PSNP
7. eMail	+PSNP

As can be seen from the above, over 50% of the compliance areas also required additional compliance criteria to be met by forces over and above those required of PSN to meet the needs of the requirements of PSNP.

Some solutions were identified and discussed with the ISO, however, few had detailed analysis and costs. An SRO and PM were appointed in October 2014 with the need to meet a July 2015 submission date, which has helped provide the focus and drive to deliver a revised business case, capital bid and specifications for procurement. Indications are that there is now a requirement for a budget in the region of £573K. The detail of these costs are available from the reference documents quoted in the 'Related Documents' section of this document. Also there are existing support contracts that may reduce the ongoing support and maintenance costs and these have been estimated and continue to be explored.

1.3 Management Summary

Since the original capital provision guidelines have had many revisions and clarifications. A full compliance gap analysis was carried out against the existing Cleveland network and the criteria laid down by the external accreditator and Home Office. This work has been undertaken by the Cleveland Information Security Officer (ISO) / Accreditor, Steria Senior CLAS Consultant and the Steria Security Manager with cooperation from the delivery teams.

This work has demonstrated that there is a need to update the existing network infrastructure in the following key areas;

1. Upgrade of firewall infrastructure
2. Replacement of existing routers to meet compliance requirements
3. Upgrades to the remote access infrastructure
4. Procure additional endpoint protection to meet compliance requirements e.g. licenses to control Cleveland endpoint estate

It is most important that the necessary equipment is purchased by the end of February 2015. This is to allow product discounts and maintenance and support partners to be put in place so that work can be completed by April 2015 in order to allow Cleveland to be able to complete a Pen Test and remediation ahead of the PSNP compliance submission in July 2015.

2 REASONS

To update the existing network infrastructure, providing network services to the Cleveland estate over its network infrastructures. This will ensure continued Public Network Service in Policing. This will provide a network system that is future proof with guaranteed supportability for the medium to the long term. This will also ease the move to the new HQ and will help to reduce costs and administration overheads.

2.1 Business Objectives

The business and project objectives are;

1. To ensure that Cleveland Police can continue to operate on a police secure public service network when the current arrangement comes to an end in October 2015.
2. To ensure the infrastructure is upgraded and proved, to allow PSNP compliance.
3. To submit compliance criteria by no later than July 2015.
4. To achieve transition no later than 31st October 2015.

2.1.1 Business Acceptance Criteria

1. To gain accreditation for the new design and Comply with the new Code of Connection.
2. Provide PSN access for all existing users and provide a level of extra capacity in network usage.
3. Maintain current internal policies
 1. Access Control Security
 2. Malware Security
 3. Network Security

3 OPTIONS AND SOLUTION

The project approach is influenced and in some cases mandated to some extent by the following agencies and guides;

1. PSNP Team; Public Services Network in Policing (PSNP) Programme; Home Office
 - a. PSN Code Template; Police Community Code of Connection; Code of Practice
 - b. PSN Common Standard for Patch management
 - c. PSN Common Standard for Malware protection
 - d. PSN IT Health check guidance
 - e. PSN guide to CoCo completion
 - f. ST18 - Common Standard for Protective Monitoring, Security, Incident Management and Situation Awareness
2. POLKA Public Services Network in Policing
3. Client Director (PSN in Policing); Defence and Security;
4. National Policing Information Risk Management Team (NPIRMT); National Policing Community Code of Connection
5. Providers who already have PSN and PSNP compliance



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A full compliance Gap analysis has been undertaken

4 BENEFITS EXPECTED

This will ensure Cleveland can continue to operate in the Public Network Service in Policing and maintain and improve on existing benefits in the following ways;

1. provision of a network system that is future proof with guaranteed supportability for the medium to the long term.
2. ease the move to the new HQ
3. reduce costs and administration overheads in meeting the new mandated standards
4. reduce 5 year maintenance costs

5 INVESTMENT APPRAISAL

5.1 Revised Capital Bid

The overall costs are based on the following;

Replacement of Internal Encryption units, the price is for replacement of parts with maintenance for 5 years.

Normal lifespan of hardware will range between 7 to 10 years before they announce End of life.

It should be noted that the table below shows a net increase in support and maintenance, however, this is for an improved network giving higher levels of security as demanded by PSN and PSNP compliance. Further analysis of existing contracts that can be replaced and negotiation of discounts for new projects may enable this figure to be reduced to no increase or a modest saving.

Analysis of the Capital replacement costs; Staff and Consultancy costs and Service support costs (for 5 years) gives us the following;

YR 0 £000	YR 1 £000	YR 2 £000	YR 3 £000	YR 4 £000	YR 5 £000	TOTAL £000
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Capital costs

Gross Capital Costs*	£365k						£365k
Less Capital Receipts							£0k
Less Specific Grant / Partnership Funding							£0k
Net Capital Cost	£365k	£0k	£0k	£0k	£0k	£0k	£365k

Estimated life of asset years

Set up costs



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**Set up costs staff	£175k						£175k
***Set up costs non-staff	£33k						£33k
Total set up costs	£208k	£0k	£0k	£0k	£0k	£0k	£208k
Less Specific Grant / Partnership Funding							£0k
Less Cashable Savings							£0k
Total net set up costs	£208k	£0k	£0k	£0k	£0k	£0k	£208k

Recurring costs

Staff							£0k
Non staff****		£39k	£39k	£39k	£39k	£39k	£195k
Capital charges							£0k
Total gross recurring costs	£0k	£39k	£39k	£39k	£39k	£39k	£195k
Less Specific Grant / Partnership Funding							£0k
Less Cashable Savings***		£28k	£28k	£28k	£28k	£28k	£140k
Total net recurring costs	£0k	£11k	£11k	£11k	£11k	£11k	£55

Total revenue costs	£148k	£11k	£11k	£11k	£11k	£11k	£203k
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* a substantial discount is assumed

**includes Project Manager costs

***This is potential savings from existing service contracts.

****This could be reduced further, based on the level of discount that can be obtained.

5.1 Analysis of costs

The overall costs are based on the breakdown following;

Capital costs

£297,163.20	Equipment All sites
£21,160.60	RAS Equipment
£3,800.00	Internet Connection
£9,876.20	Email boxes
£3,000	Move existing internet line
	Replace SCN line
£30,000.00	Pen Test Costs
£365,000.00	Sub Total

Set up costs

£175,040.63	Labour costs Install all sites & make compliant
£33,000.00	3rd Party Consultancy for installs
£208,040.63	Sub Total



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Recurring costs

£143,705k	PSN service costs for 5 years
£51,528k	RAS service costs for 5 years
£195,233.25	Sub Total

6 KEY STAKEHOLDERS

Title
Cleveland Police Senior Responsible Owner and Exec
Steria Partnership Director
Cleveland Police Chief Finance Officer
Steria Portfolio Manager
Cleveland Police Information Security Officer
Steria Head of ICT
Cleveland Police Service Delivery Manager
National Systems e.g. PNC, PND, and restricted e-mail
Any other force that needs to communicate with Cleveland
Any other agency that needs to communicate with Cleveland
Any suppliers that need to connect to our network for support or interfaces



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A GLOSSARY

Term	Definition
BAU	Business As Usual
CJX	Criminal Justice Extranet
CLAS	CESG Listed Advisor Scheme
GCF	Government Convergence Framework
HQ	Head Quarters
ICT	Information Communication Technology
ISO	Information Security Officer
NPIRMT	National Police Information Risk Management Team
PID	Project Initiation Document
PSN	Public Services Network
PSNP	Public Services Network in Policing
RAS	Remote Access Service
SRO	Senior Responsible Officer
VPN	Virtual Private Network

