G-Cloud 14

Service Definition Document

Cloud Services for Policing

May 2024

EY

Building a better working world

Contents

1.   Introduction

EY is delighted to participate in the latest release of the G-Cloud framework. We have been a supplier through G-Cloud since its inception and, in line with digital trends, have evolved our services over this time.

Digitalisation strategies and adoption of cloud technologies are a core enabler in tackling today's challenges such as energy transition and net zero, cyber-security and data loss, workforce skills gap, and ethical and regulatory changes. With enterprise technology evolving at an unprecedented pace, it is critical to work with a partner that can help you navigate these challenges and that brings an in depth understanding of how to leverage the broader technology ecosystem (e.g., ServiceNow, Microsoft, SAP) and emerging technologies (e.g. AI, Augmented Reality) in the context of cloud solutions to do so.

With 135,000 consultants globally, of which 17,000+ are cloud professionals providing services across Azure, AWS, GCP, IBM and Alibaba Cloud, we support all aspects of digital business transformations pivoting around cloud. We deliver end to end services from cloud strategy and migration to solving specific business challenges through building cloud native digital solutions. These technology-driven services are supplemented by our business and people capabilities allowing for holistic transformational change and adoption.

EY offers a range of cloud services that help organisations globally to modernise their business core, build data centricity and connect distributed ecosystems (see Figure 1):

Data modernisation through cloud - Migrate data to cloud, transform data foundations with intelligent cloud data platforms and infuse AI to accelerate and optimise operations and workflows such as our Advanced Analytics and Data Science service.

Distributed cloud - Develop, deploy and manage distributed architectures across multiple public clouds and edge, building resiliency, security and compliance such as our Cloud Strategy and Architecture service.

Industry cloud - Accelerate speed to market with EY industry clouds, through sector-specific use cases and opportunities to co-create solutions with industry specialists and ecosystem partners such as Microsoft, SAP and ServiceNow.

Figure 1 - EY Global Cloud Services

Sustainability cloud - Design cloud solutions that reduce carbon emissions and embed energy-efficient architecture and methods into cloud-based solutions such as our Microsoft Sustainability Manager solution.

Trusted cloud - Embed strong governance into cloud architecture that helps you comply with rapidly evolving legal and regulatory requirements.

Cloud economics - Create transparency on your cloud consumption and strengthen governance of costs and controls, enabling data-driven decisions and optimisations.
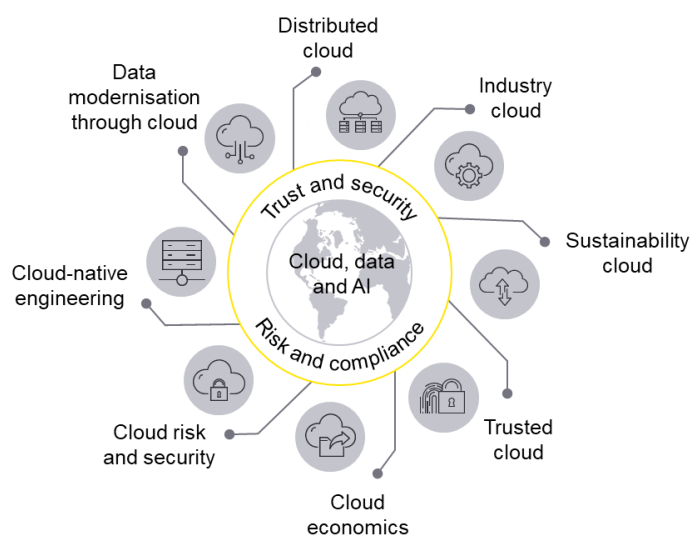
Cloud risk and security - Secure trust in critical business applications and data platforms hosted in multi-cloud environments from the onset, enabling innovation and transformational change.

Cloud-native engineering - Develop and deploy data and insights-driven microservices and composable architectures, enabled by industrialised DevOps.

For G-Cloud 14, we have curated a range of services grouped into themes (see Figure 2) which align to our Global Cloud Services and that can be procured separately or together to meet your specific requirements.

This document provides an overview of EY's **Cloud Services for Policing** solution, delivered by EY's People Consulting practice (See Figure 2). It is worth noting that we do offer services across all aspects of digital business transformations centred around cloud. We deliver end to end services, from cloud strategy and migration, to solving specific business challenges through building cloud native digital solutions. These technology-driven services are supplemented by our business and people capabilities, allowing for end to end change and adoption.
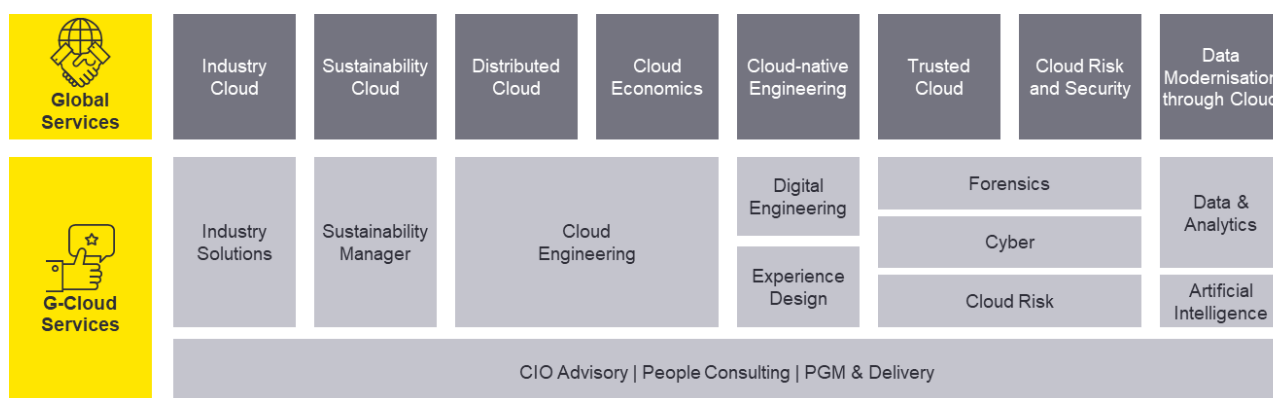

Figure 2 - EY G-Cloud 14 Service Themes

EY has been recognised as a:

- ✓ Leader in the Gartner Magic Quadrant for completeness of vision and ability to execute and have scored highest in Strategy and Consulting, Data Management and Governance Use Cases.

- ✓ Leader in Cloud Security and Microsoft Implementation Services by IDC MarketScape

- ✓ Top cloud professional services provider, based on an analysis of our capabilities and strategies by IDC MarketScape

- ✓ Leader in the 2023 Cloud Services in Insurance PEAK Matrix by Everest Group

This document provides an overview of the service **Cloud Services for Policing** that falls across all six categories from Lot 3 and 4.

It is worth noting that we do offer services across all aspects of digital business transformations pivoting around cloud. We deliver end to end services from cloud strategy and migration to solving specific business challenges through building cloud native digital solutions. These technology-driven services are supplemented by our business and people capabilities allowing for end-to-end change and adoption.

2. Service detail

2.1. Introduction to the Service

We have developed our services for this release of G-Cloud in accordance with four main themes, supported by sub-themes which are illustrated below. Within each of the themes we offer multiple services and each of our Service Definition documents summarises these and describes the links between them.
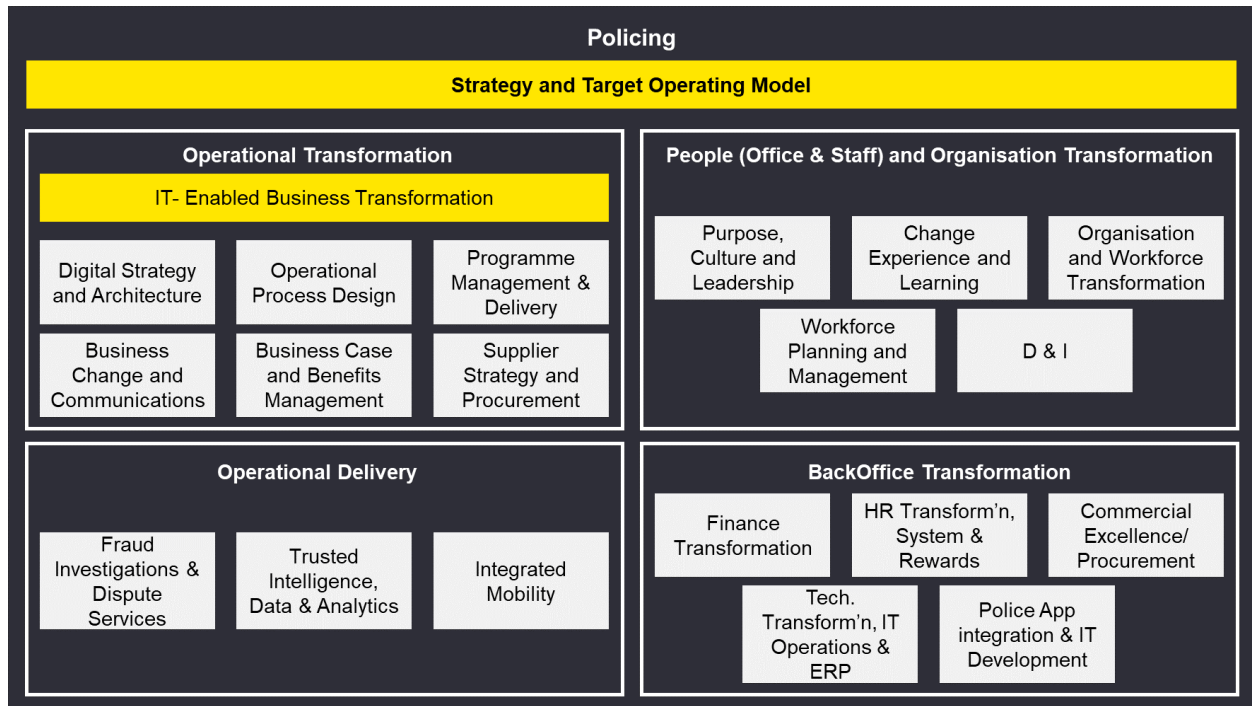

Figure 3 - Scope of Policing Services

Our services support all components delivered by the UK's Police Forces required to keep communities safe. This includes operational delivery improvement, transformational change programme delivery and supporting functions (back-office). Services range from leadership and culture change through to business re-design and IT-enablement.

2.2. Service Descriptions

2.2.1 Strategy & Target Operating Model:

Services required by Chief Officers contemplating fundamental transformation of the Forces' delivery priorities or significant changes to modes of operational delivery. This may be triggered by emerging or changing crime types or from PCCs or Mayors changing police and crime plans.

Target Operating Model design services are required to define the organisational structures and ways of working to deliver Forces' strategies. The components of EY's target operating model method include governance, case for change, performance architecture, business design principles, technology architecture and digital roadmap, service delivery architecture, people and culture plan, geography and estates mapping and organisational architecture.

2.2.2 Operational Transformation:
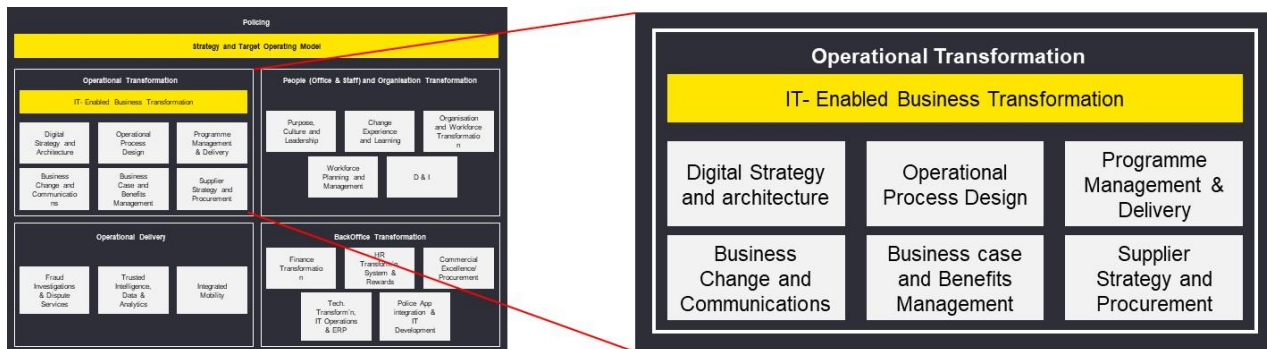
Operational Transformation services are typically required by Forces delivering major change programmes usually enabled by a significant IT implementation. EY drives and supports the most complex change programmes within policing; multi-year programmes that deliver the future vision of policing.

Front and middle-office transformation programmes supported by EY include citizen contact (channel shift), command and control (dispatch), records management (crime and intelligence), evidential property management and case management.

Transformation programmes are usually enabled commercial off-the-shelf software applications and EY has in-depth experience of the major policing applications within the UK market (whilst remaining software vendor independent).

Operational Transformation services that support transformation programmes include:

► **IT-Enabled Business Transformation**: The definition, scoping, planning, initiation and delivery of programmes that deliver improved police operation outcomes across the whole 'value chain' of Policing.
► **Digital Strategy and Architecture**: The design and definition of a digital strategy for Police Forces including applications/technical architectures that, when implemented, deliver a fully digital landscape to support all police processes. This also includes defining the transformation roadmap to deliver the digital solutions.
► **Operational Process Design**: Detailed process designs (aligned with COTS products) to improve the operational effectiveness and efficiency for managing demand. Ensures compliance to appropriate police regulations and guidelines (e.g. police custody rules set out in the Police and Criminal Evidence Act 1984 (PACE), Codes of Practice and practitioner guidance issued by the College of Policing).
► **Programme Management and Delivery**: The delivery of programmes including programme leadership, programme/project management office, architecture, procurement. Underpinned by established and proven methods, this includes programme planning and reporting, RAID management, financial control, supplier management, testing management and support, cut-over and deployment support.
► **Business Change and Communications**: Supporting transformation programmes by creating and delivering the business change and communications strategy including operational impact assessments, user profiling and training needs analysis, internal and external multi-channel communications, stakeholder management (including partner organisations), change networks, role definitions (including, if required, HR support) and organisation/resource mapping.
► **Business Case and Benefits Management**: Defining programme business cases in accordance with HM Treasury Green Book standards including Strategic Outline Cases, Outline Business Cases and Full Business Cases. Creating the financial models to support the economic and financial cases. A proven method for benefits realisation is incorporated into the wider change method.

► **Supplier Strategy and Procurement:** The definition of market and supplier strategies that comply with all Europe and UK public procurement legislation. Procurement strategies that take advantage of public sector frameworks (where appropriate) that ensures value for tax-payers' money. Executing high-value procurements that are open and transparent and therefore robust if challenged by a supplier

2.2.3 People (Officer & Staff) and Organisation Transformation:
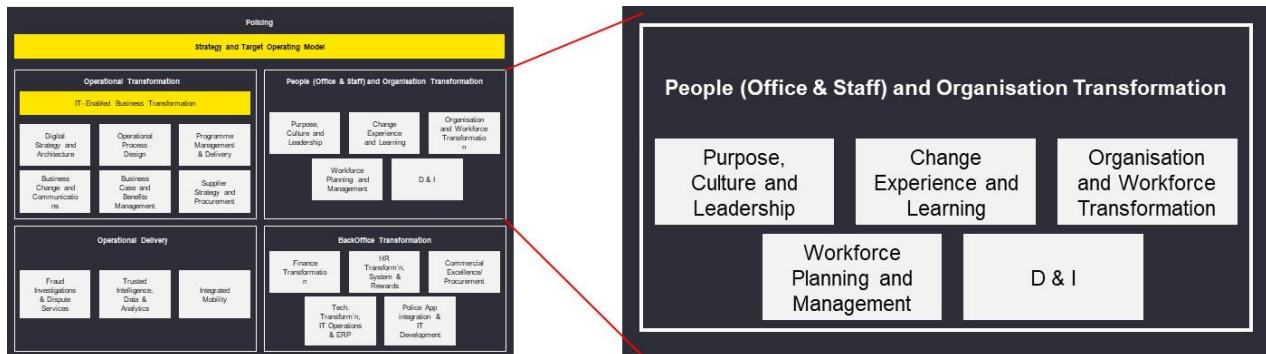
People and Organisation Transformation Services are required by Forces that are seeking to transform their people culture, policies, organisation, capability and structure to improve Force performance. People and organisation transformation services are underpinned by EY's Future of Work Framework. The components of the Future of Work Framework are shown below.
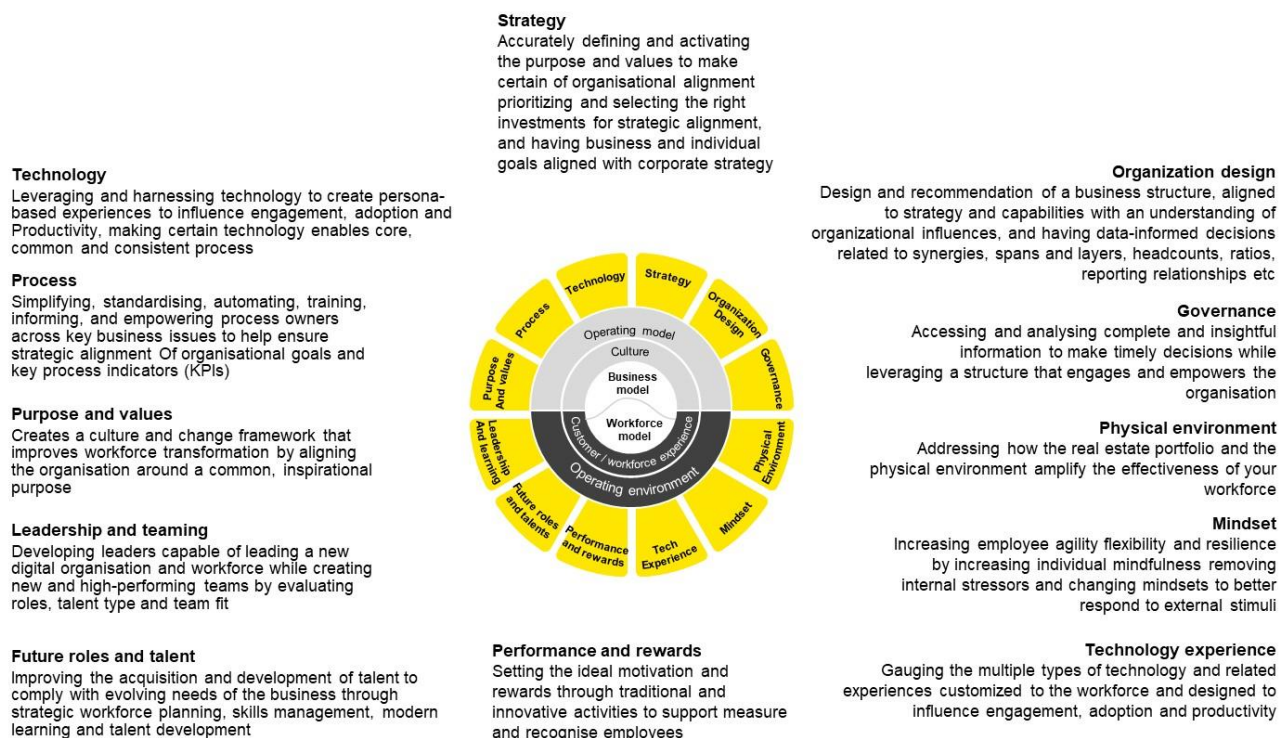

Figure 4 - Future of work framework components

The Future of Work Framework sets the tone for engaged, accountable and empowered Force leadership and creates a learning and inclusive culture across Forces in order to drive performance and improve engagement both internally and externally. Services include:

- ► **Purpose, Culture and Leadership**; Technology and innovation are driving new ways for Forces to organise and connect with communities and citizens. At the same time, profound demographic shifts and the rise of the gig economy are changing officer recruitment and shift/work models. EY helps organisations align talent to the Forces' strategy, adapt to the changing needs of their citizens and stakeholders, and execute effectively against their plans

- ► **Diversity and Inclusiveness;** Advice to Force leadership about the creation of an organisational culture and diverse environment to allow talent from all backgrounds to thrive. Underpinned by our Diversity and Inclusiveness Maturity Assessment tool, we facilitate workshops with senior officers to ensure Forces become more representative of the communities they serve

- ► **Change Experience and Learning;** Like all organisations, Police Forces are required to change, learn and adapt in response to changing crime patterns, citizen and community expectations and reduced budgets. EY offers an agile, user-centric and insights-led change experience leveraging the latest digital, data and design techniques. Our approach is unique and comprises:

  - Purposeful: all activity is aligned to the 'why' and the delivery of tangible and sustainable value through relentless focus on policing outcomes
  - Insightful: We use a diverse data set and powerful analytics to set strategy, guide approaches and drive the right interventions throughout the change journey. Our Change Insights tool underpins all change projects giving the rich insights needed to make better informed and targeted interventions
  - Personalised: We analyse individual needs, perspectives and expectations to customise individual officer/staff journeys and adopt the most appropriate delivery method whilst minimising officer abstractions
  - Immersive: The approach through the change experience is deliberately different, immersive, and designed to accelerate Force adoption and return-on-investment

- ► **Workforce Planning and Management including Analytics and the Employee Experience**; This comprises:

  - Re-defining how Forces think about their key asset – their officers and staff
  - Ensuring that employment models support Force objectives and include new and flexible ways of working. This includes flexible employment models (BANK), flexible rostering, job share schemes, diversity and future global employment trends for the future of work
  - Training and development ensuring officers and staff have the right skills
  - Police Education Qualification Framework (PEQF); A new, professional framework for the training of police officers and staff covering a range of professional training for police officers through the ranks of constable through to Chief Officer
  - Driving officer and staff engagement across the workforce to ensure people are motivated to perform at peak levels

2.2.4 Operational Delivery:

Operational delivery services are typically required by Forces requiring extra capacity in dealing with demand. Services include:

► **Trusted Intelligence, Data and Analytics**; Police Forces depend upon having accurate data to support all components of delivery from crime investigations to providing. Annual Data Returns. Data sharing with partners (for example, supporting multi-agency hubs) is becoming more prevalent and requires a comprehensive approach to data including data governance and data security. Risk-based data analytics will help Forces to protect vulnerable citizens and predictive analytics will inform officer deployment to maximise crime prevention

► **EY Forensic & Integrity Services:**

- EY supports Police Force investigations by performing fact-based investigations using a wide range of leading practice tools, including forensic technology, forensic data analytics and integrity due diligence. Forensic data analytics (FDA) is relevant to Forces conducting criminal investigations seeking to understand and fuse together complex data sets for investigations. We have market-leading teams of qualified and experienced professionals who collect, process and interpret large data volumes from disparate sources and locations. Services include the analysis of large data sets, looking for anomalies, linking information from various sources, identifying patterns in complex data and presenting findings using leading-edge visualisation tools

- EY Forensic also provides hosted eDiscovery services, EDRM case management and support, eDiscovery strategy consulting and managed document review services, which can enable both large scale prosecution evidence analysis as well as review for defence disclosure, and review of evidence for legally privileged protected material and GDPR sensitive personal information. EY's forensic eDiscovery systems and processes enable multiple simultaneous review objectives, workflow and review teams on large, highly complex investigations, inquiries, and prosecutions or litigation

- EY Forensic can also deploy hosted Forensic Data Analytics and eDiscovery systems either in the cloud, on client networks, or in dedicated stand-alone mobile data centre facilities which can be deployed into secure classified environments by personnel already possessing government security clearances

► **Integrated Mobility**: Mobility allows officers to spend more time within the communities they serve and is a core component of a Forces' effectiveness strategy. The EY Mobility method is our technology driven approach that offers mobility to officers with an end-to-end integrated experience, complete with powerful data-driven insights

2.2.5 Back Office Transformation:
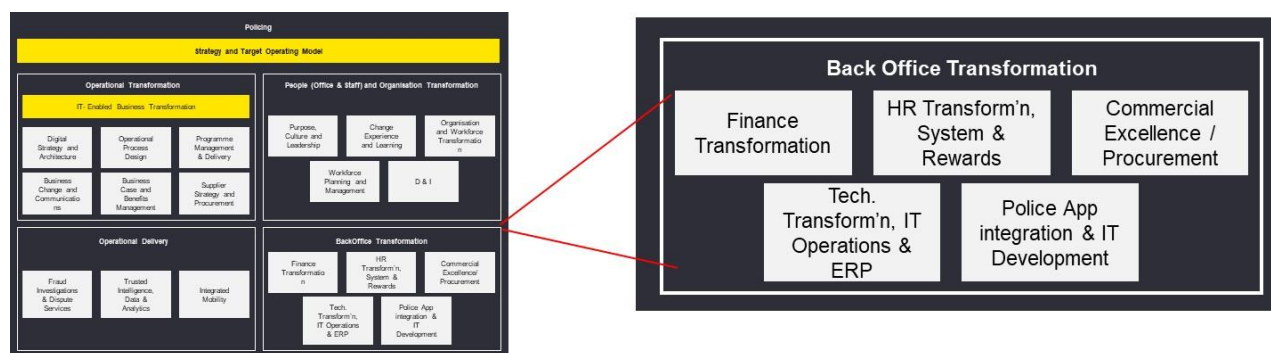
Back-office Transformation services are typically required by Forces seeking to transform their back-office functions to drive cost reduction (efficiencies) or drive improved performance (effectiveness). Services include:

► **Finance Transformation**. These services address the issues, challenges, and requirements faced by the Chief Officer for Finance within a Force when transforming the finance function into being more responsive, insightful, and efficient. It includes services that:

- Control and optimise costs – including assessing the cost of finance and audit functions based on benchmarks

- Provide insights – to ensure business transparency

- Enable new business models and service delivery models (e.g. shared financial services)

- Develop and implement finance systems strategy including digital technologies and ERP implementation/upgrades

- Manage risk and mitigating the complexity and inconsistency of data and closing processes

- Manage people including recruitment strategies to recruit and retain the best resources for finance

- Manage external stakeholders including Force oversight authorities

► **HR Transformation, System and Rewards.** These services help Forces transform their organisation, people and HR function to enable business strategy and outcomes. This includes organisation and workforce transformation, change experience and learning, culture and leadership, HR transformation, systems and rewards and integrated mobility. It includes services that:

- Support officers and staff to adapting and thrive in a transformative digital age

- Create a culture that aligns with the Forces' purpose

- Enables a better workforce experience and new ways of working

- Executes the strategy to prepare the workforce for the future

- Develop and implement HR systems strategy including digital technologies and ERP implementation/upgrades

- Supports Forces to respond with agility to cost, innovation and transformation objectives
- Prioritising new digital HR function capabilities to deliver business and workforce objectives

► **Commercial Excellence/Procurement.** These services incorporate Supplier Relationship Management (SRM) and Contract Management & Governance into an integrated methodology to proactively manage the complete supply base, increase contract value realisation and foster effective supplier relationships to drive value for tax-payer's money. Commercial Excellence drives value by:

- Proactively managing contracts
- Efficiently managing the complete supply base
- Focusing on innovation and increasing value with strategic partners

► **Supplier Relationship Management and Contract Management** includes:

- Segmentation of the supply base based on risk profiles
- Supplier performance management using metrics and scorecards
- Innovation and collaboration to drive continuous improvement
- Supplier termination when required
- Contract management including delivery compliance and reporting
- Contract risk mitigation

► **Technology Transformation, IT Operations and ERP**: Technology Transformation services include:

- Strategy
  - IT strategy and operating models
  - IT organisation design
  - Technology in M&A
  - IT operational effectiveness and efficiencies
- Infrastructure and service resiliency
  - Cloud and data centre infrastructure
  - Business continuity management and service resiliency
  - Intent-based networking
  - Enterprise and solution architecture
- Next Generation platforms, migrations and COEs (including alliances and partnerships)
  - SAP
  - Microsoft
  - Blackline
  - Blue Prism
  - IBM
  - Adobe

- ServiceNow
- Artificial Intelligence
- RPA
- Trusted Data Fabric
  - Digital Data Foundation
  - Data governance and models
  - Data architecture
  - Data analytics

Moving towards being digital requires establishing IT operational models that enable innovation and deliver value. Being 'digital' means operating a set of capabilities that identifies and delivers new opportunities for value through differentiated and fast-paced business and technology change. Our services support the technology, data and operations core from which differentiating solutions can be efficiently extracted and integrated and includes:

- Emerging technology/visioning
- Modernising technical infrastructure and processes
- Cyber security
- Data Protection Act
- Business Case (HM Treasury Green Book) development to support IT investment decisions
- Process to drive continuous innovation
- Recruitment/retention policies to mitigate skills scarcity

► **Police Application Integration/IT Development.** Service includes the technical development (design, build, test, implement) of interfaces between the following national/international police applications

- Excise Movement and Control System (EMCS)
- Libra (Magistrates Court Case management system)
- National Footwear Database (NFD)
- Security Role FT/PSOP (Police Standard Operating Platform)
- Police National Database (PND)
- Police National Computer (PNC)
- Quick Address Search (QAS)
- Police Local Exchange (PLX)
- Police National Legal Database (PNLD)
- Livescan (fingerprints)
- FIND (Interpol)
- PENTiP (Fixed Penalty Notices)
- Gov.uk Notify

- Home Office Data Hub (HODH)

2.3. Pricing

This service is priced in accordance with the SFIA rate card provided and can be modelled using a range of commercial approaches e.g. time & materials, fixed price, etc. 'Ordering and Invoicing' and 'Termination' are to be undertaken in accordance with G-Cloud 14 contract terms unless varied by mutual agreement and detailed within a call-off contract.

3. Key contacts

For further information please get in touch via the email address below.

Kate Bamford

Partner

Email: eytenders@uk.ey.com