

# Support Services

Directorate



KENT POLICE ESSEX POLICE



Supporting policing  
in Kent and Essex

## DETAILED INVESTMENT BUSINESS CASE STAGE 2

### Project Title: Remote Working Infrastructure (VPN Replacement)

<b>Joint/Single Force Bid:</b>	<b>JOINT – ESSEX &amp; KENT</b>
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<b>Report Owner: Requesting Department:</b>	<b>Jules Donald, CIO IT Services</b>
<b>Date of Business Case:</b>	<b>22 July 2020 (Corporate Finance Review)</b>
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<b>GSC Marking:</b>	<b>Official</b>



**ESSEX  
POLICE**



**Kent  
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## Section 1 – Executive Summary

### REMOTE WORKING INFRASTRUCTURE – VPN REPLACEMENT

- a. **High Level Description** - This business case requests **£152k (Kent)** and **£152k (Essex)** for financial year 2020/21; split into **£135.4k capital (Kent)** and **£135.4k capital (Essex)**, **£6.3k setup revenue per force** and **£10.4k (Kent)** and **£9.8k in 2020/21** and **£39.2k from 2021/22 (Essex) ongoing revenue** as set out in section f. The capital figures per force are varied due to the Finance departments' differing treatment of the Cisco Firepower 4125 ASA Appliance (60 months) requirement. The project will replace the current Essex Police & Kent Police accredited encryption software (VPN – virtual private network). The VPN software provides a secure connection for all police data transmitted from a wi-fi/internet connection to our force network, required for all laptops users who are remote or agile working, and is a mandatory requirement via the Home Office/NPIRMT for our PSN accreditation. The current product (Direct Access) was due for renewal in 2021/22 as part of the IT Tech Refresh annual investment process, but recent demands in the volume of remote workers (including home workers and staff working using wi-fi in other buildings but not wired in to the network) as a result of the COVID-19 pandemic have necessitated an earlier replacement of this solution to ensure that IT can support the organisational requirements to access policing IT systems from any locations reliably and resiliently.
- b. **Why It Is Required** - as a result of the ongoing COVID-19 global pandemic, when the UK commenced lockdown on 23<sup>rd</sup> March 2020, there was an immediate requirement for all non-frontline staff across Essex Police & Kent Police to work from home if they could carry out their role by working remotely, using a laptop connected by broadband/internet to the force network, which requires a VPN solution to transmit the data securely.
- This presented some challenges in terms of the current VPN network performance (speed and stability of connection) in the first few months, as the current software was not designed for this level of capacity, and has struggled to manage the sheer volume of data loads since several thousand people from our workforce have worked from home.
  - The current VPN solution is a Microsoft product, called 'Direct Access' – and while this is used by many companies across the world, it's an older product which was due to be replaced by IT Services as part of the annual Tech Refresh process in the 2021/22 financial year.
  - It was originally built and designed 5 years ago to cater for a maximum of 5,000 simultaneous connections (around 33% of our workforce), in the context of a maximum of around 450 simultaneous users pre-COVID-19. However, across the last 3 months of lockdown, we have experienced a maximum of 3,500 simultaneous remote workers at key parts of the working day, and this volume of users (in addition to the size of the data files they are transmitting across the network) has at times pushed the VPN system to its maximum in terms of connection speed, ability to view police systems and websites hosted on the internet, and performance stability retaining the connection.
  - IT Services have spent much time re-configuring and re-designing the current Direct Access VPN solution to cope with the mass increase of users from April onwards, and whilst this remediation work has stabilised and improved performance, there is still a critical requirement to invest in a new VPN solution, as the post COVID-19 culture for remote working will involve a large part of the workforce being able to reliably access the police network from a variety of locations, including home working. There are also some specialist older IT systems which certain officers need to access (including parts of PNC functionality, PSD Centurion, Storm MA etc.) which do not function on Direct Access, meaning that staff have had to travel into the office to retain access, and remote working could therefore be achieved for additional business areas with a more modern VPN replacement.

- c. **Operational Outcomes and Benefits** – a replacement VPN solution which is appropriately designed and scaled to the current and future requirements for both forces' workforce to work fully in an agile and remote manner is an essential requirement for both police forces to function effectively. During the lockdown period, all officers and staff who could carry out their roles based remotely using technology, were required to do so under Government advice. Technology accessible from force laptops (including over 200 operational IT systems, Jabber and Teams for messaging and calls and video conferencing, the email system, and the intranet and wider internet) can only be accessed via a VPN solution that is accredited for policing. The capability to have over 3,500 staff remote working during this period is acknowledged by both Chief Constables to have been a key driver behind the low absence rates in each force (less than 3%), which have been the best across all UK police forces. Looking ahead, both forces are undertaking strategic reviews of how and where we work in the future, with a focus on remote working in various guises enabling a review of the Estates strategy, driving cost savings and efficiencies (eg. Op Zenith in Kent and the Op Talla Recovery Board in Essex).
- d. **Options re Product Choice** – whilst there are many VPN solutions available commercially, there are a limited number that are accredited for the security design for police force networks in the UK by NCSC (National Cyber Security Centre) and Home Office NPIRMT (National Policing Information Risk Management Team). The 3 main options are summarised below:
- i) **NetMotion Mobility** is an enterprise VPN solution which offers comprehensive security and software defined managed processes for remote workers. A great deal of the functionality available within the product is not required as part of providing a VPN solution, one example is application management which we will not need, as this is completed by the incumbent solution of Microsoft Configuration Manager (SCCM) which is going to be improved with the incoming InTune solution as part of the NEP Design Refresh. The Police ICT Company has been negotiating a discounted price for policing of £33 per user per annum which is circa £465,000 per year for both forces in total, as annual revenue cost. Hardware and consultancy for implementation has not been scoped due to prohibitive annual licensing costs.
  - ii) **Cisco AnyConnect** is an enterprise VPN solution that enables secure access for remote workers. AnyConnect provides visibility and control to identify who and which devices are accessing the enterprise network. AnyConnect is being widely adopted in policing as a cost-effective replacement for DirectAccess. With the AnyConnect solution we anticipate that we will use AnyConnect for laptops initially as a replacement for DirectAccess, and in due course replace BES (the VPN solution for our mobile phones) with AnyConnect. AnyConnect licensing for a 5 year agreement is £1.75 per user per annum which is circa £26,250 per year for both forces in total. Initial assessment for hardware to provide the estimated requirements to support performance, resilience and capacity is £270,782. Support and maintenance of the hardware is a requirement which is procured at the time of the hardware purchase and is £273,812 over the 5 year lifecycle of the solution.
  - iii) **Microsoft Always On** VPN is the direct replacement for DirectAccess which is currently being used. Always On VPN is not currently an accredited solution by the NCSC, NPRIMT or the NEP. As such it cannot be considered at this time as a replacement for the existing DirectAccess VPN currently in use by Kent Police and Essex Police.

It is therefore proposed that for reasons of economic pricing, product alignment and supplier experience with the policing market, and 7F collaboration alignment (Norfolk and Suffolk use Cisco Any Connect and Beds/Cambs/Herts will replace their Direct Access solution next year to align with the rest of the region) – the proposed VPN solution in this business case is the Cisco Any Connect VPN solution.

- e. **Timescales** – if the proposed solution outlined in 1d) above is approved in this business case (Cisco AnyConnect), the anticipated timelines are:

- Approval of business case by PFCC Strategic Board and PCC briefing – September 2020
- Procurement, High Level Design and Low Level Design – Sept–Nov 2020
- Implementation – Dec 2020-Jan 2021
- Cisco AnyConnect will be the VPN solution on the next version of Windows 10 1909 which is due to be ready for deployment at the end of 2020

f. **High Level Enablers/Interdependencies across other Force Projects** – this solution is a critical enabler/dependency for future force plans to utilise the force Estate more efficiently, with a higher proportion of staff working in an agile fashion, and potential to increase the sale of police buildings (Op Zenith in Kent and the Essex Strategic Estate board).

f. SUMMARY OF COSTS												
(Page 11 for detail costings)												
	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5		TOTAL	
	2020/ 2021		2021 / 2022		2022 / 2023		2023 / 2024		2024 / 2025			
	£k		£k		£k		£k		£k		£k	
	KENT	ESSEX	KENT	ESSEX	KENT	ESSEX	KENT	ESSEX	KENT	ESSEX	KENT	ESSEX
<b>Capital</b>	135.4	135.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	135.4	135.4
<b>Revenue</b>												
Set up	6.3	6.3	0.0	0.0							6.3	6.3
Recurring	10.4	9.8	41.8	39.2	41.8	39.2	41.8	39.2	41.8	39.2	177.6	166.6
<b>Tot Rev</b>	<b>16.7</b>	<b>16.1</b>	41.8	39.2	41.8	39.2	41.8	39.2	41.8	39.2	<b>183.9</b>	<b>172.9</b>
<b>Costs</b>	<b>152</b>	<b>152</b>	<b>42</b>	<b>39</b>	<b>42</b>	<b>39</b>	<b>42</b>	<b>39</b>	<b>42</b>	<b>39</b>	<b>319</b>	<b>308</b>

## Section 2 – Strategic Context

Explain why the proposal is required and explain why it is a priority against the criteria (a – g) below:

<p><b>a. Police and Crime Plan Priorities</b></p>	<p>Having an IT infrastructure that is performant, resilient and available will ensure that police officers and police staff have access to IT systems to help meet the priorities within the relevant <b>Police and Crime Plan Priorities for the Kent PCC and the Essex PFCC.</b></p> <p>The Kent PCC, Community Safety and Criminal Justice Plan specifically mentions the intent to “<i>Deliver an efficient and accessible service and further collaboration with other organisations</i>”</p> <p>The Essex PFCC’s, Police and Crime Plan states the intent to “<i>investing in new technologies to enhance the way we work</i>”</p> <p>This business case will support the provision of a solution that provides remote functionality for all users, which will deliver an efficient and accessible capability that will provide increased service delivery and access to police systems in an agile and flexible way. As a result of the flexibility provided by remote working streamlined processes can be adopted to support modern working which will in turn generate greater efficiencies in the delivery of services in the policing environment.</p>
<p><b>b. Force Management Statement (FMS), if not, state reasons why not included</b></p>	<p>Section 10 of both Force’s FMS stresses the importance of advanced technology provision to manage demand and enable Policing to protect and serve. The necessity for forces to have remote access to all IT systems on the police network has been proven during the COVID-19 Pandemic period, and is as much a requirement as the provision of computers and mobile phones.</p>
<p><b>c. Strategic Reviews for IT, Estates, Transport</b></p>	<p>Estates rationalisation strategy in the light of the COVID-19 pandemic is highly likely to see an overall reduction in the number of buildings and offices that are used to access IT systems from a hard wired perspective. This is already being demonstrated in Kent with the launch of the Op Zenith programme. The provision of a robust and secure remote working solution will support the evolving Estates strategy for users to work in an agile way and not be tied to specific police buildings. It will also support the strategic IT 7F convergence planning which is underway, with IT support being potentially provided from any part of the 7F region. The National Digital, Data and Technology strategy also references a requirement for all forces to be able to use technology to work in agile and flexible environments.</p>
<p><b>d. Strategic Transformation Programme</b></p>	<p>To assist in the delivery of the core operational and strategic goals of the force, including key improvements around digital policing by enabling all users to work remotely, connect to systems remotely in an assured and secure way.</p>

<p><b>e. Addresses a risk on the Force Risk Register or assists in maintaining business continuity</b></p>	<p>Risk 1241 relates to the stability of the force IT Infrastructure which includes the ability to work remotely. The replacement VPN solution will mitigate some of the 1241 risk by providing a modern and secure solution that enables the force to have a greater level of business continuity regarding remote working. COVID-19 saw a significant increase in the requirement for remote working, the existing system needs to be replaced to support the requirement for more remote working and it is an end of life product.</p>
<p><b>f. Assists with compliance of external mandates i.e. legislation, standards or professional guidance</b></p>	<p>AnyConnect is an accredited solution that meets the requirements for capability and security, via NPIRMT and NCSC. A number of forces across the country are using AnyConnect as their remote access solution, including Norfolk &amp; Suffolk.</p>
<p><b>g. Supports collaborative or national requirement</b></p>	<p>The ability to work remotely from any location in the country by using a modern VPN solution support collaborative working.</p>

### Section 3 – Commercial Strategy

*To be completed in conjunction with relevant procurement lead. Please contact Procurement Services on 838 for assistance. NB: Early contact is required to ensure adequate time is available to fully complete this section.*

**a. Is a procurement process required to support this requirement?**  
*(If not please explain why)*

**Yes**

**CISCO Any Connect licences are widely available via a number of VAR's and are commercially off the shelf. The CCS RM6068 Technology Products and Associated Services Framework (TePas) is an ideal procurement route for this requirement and would introduce a level of competition with the VAR's by undertaking a mini-comp. TePas also allows 'additional services' which could include any implementation services and any ongoing warranty needed.**

**Further savings may be achieved by committing for a longer period, aligning with Suffolk/Norfolk or paying the whole term in advance but these can be explored as part of any procurement activity.**

**b. Collaboration Opportunities: Is this viable for 7 Force, Bluelight or other procurement collaboration? (If not, please explain why.)**

This is a current requirement for Kent Police and Essex Police. Norfolk and Suffolk replaced their VPN solution in 2019, and now use Cisco Any Connect. Beds Cambs & Herts are still using Direct Access and anticipate replacing their VPN solution in the next couple of years, with whatever solution the other 5 forces have aligned on (reference Nigel Reed, IT Director N&S, and Jon Black, IT Director BCH). Therefore it is intended that Cisco Any Connect will be the 7F VPN solution of choice at this time.

**c. Outline of required products and/or services.**  
*(Please consider and document any interdependencies)*

1. AnyConnect licenses
2. Hardware
3. Licensing and maintenance support for the hardware
4. Consultancy support for implementation

**d. Pre-market engagement strategy (if applicable)**

N/A due to commoditised nature of solution

**e. Proposed Route to Market**

Procurement Services will be engaged to identify the appropriate route to market.

**f. Estimated procurement time frames**

From the point of funding being made available it is anticipated to be 2 to 3 months.

## Section 4 – Outcomes and Benefits

### a. Outcomes - Please detail SMART (Specific, Measurable, Achievable, Realistic, Timely) objectives

Explain the outcomes to be achieved by the proposal and the benefits to be delivered. Please use prioritisation scoring matrix, page 8 for completing Section 4

Capability/Deliverable	Qualitative Outcome	Quantitative Outcome £k	Interdependencies ( <i>what is impacted if the proposal does not go ahead or is delayed</i> )
<i>Eg: Ability for the officer using 'ultimate' force to record the context in which they are operating.</i>	<i>Reduces the number of complaints, and the impact on officer's well-being / front line availability.</i>	<i>£x on civil claims processing £x on PSD investigations</i>	<i>No other project relies on this capability</i>
Enhanced Functionality, security and monitoring.	More services will be able to be connected to with the improved functionality.		The only way to work remotely is by using a VPN solution.
Cyber Security is a key aspect of IT delivery which is greatly enhanced through provision of an enterprise remote solution. Having access to data digitally from any location removes needs to carry paper files, which may contain sensitive data.	Reduces the opportunity for data security breaches and increases data security and information management. With reduced opportunity for data breaches, reduced risk in terms of reputation and financial penalty (via ICO) are achieved.		
Increased Agile Working and Business Continuity, the provision of remote access via laptops to any system from anywhere.	Enables users to access systems and services without, staff will be able to undertake agile working without needing to attend police stations or being able to be in another force and still access force data.		



## Section 4 – Outcomes and Benefits

### b. Benefits

FINANCIAL YEAR	Year 1	Year 2	Year 3	Year 4	Year 5	Scoring Matrix (see page 8)
<b>Cashable Savings (£k)</b>  <i>Actual savings to be removed from budget line</i>	0	0	(£135k) Essex £46k / Kent £89k	(£46k) Essex £46k	(£46k) Essex £46k	3
<b>Non-Cashable incl. quantifiable efficiency where can be expressed in £k</b>	Investment will contribute to achieving PCC/Force Priorities or delivers significant efficiencies	0	0	0	0	3
<b>Cost Avoidance (£k)</b>  <i>Future costs to not be incurred</i>						
<b>Total (£k)</b>			(£127k)	(£46k)	(£46k)	6
<b>Non-Financial Quantifiable i.e. Efficiencies Enablers Risk Mitigation</b>	Investment will contribute to achieving PCC/Force Priorities or delivers significant efficiencies					3

## Scoring Matrix

Criterion	No Benefits Achieved (0)	Low Level Benefits (score 1)	Medium Level benefits (score 3)	High Level Benefits (Score 5)	Very High Level Benefits (score 10)
<b>Savings delivered</b>	No ongoing savings delivered	Investment will deliver on-going financial savings (or cost avoidance) 1 - 49k	Investment will deliver significant on-going financial savings (or cost avoidance) 50k-249k	Investment will deliver on-going financial savings (or cost avoidance) 250k-499k	Investment will deliver on-going financial savings (or cost avoidance) essential to meeting the fiscal challenge to 2019/20. 500k +
<b>Operational requirement/Efficiency</b>	Investment is not linked to achieving PCC/Force Priorities or delivers significant efficiencies	-	Investment will contribute to achieving PCC/Force Priorities or delivers significant efficiencies	-	Investment is essential to achieving PCC/Force Priorities or delivers significant efficiencies
<b>Contractual requirement</b>	Investment is not linked to any existing contracts	-	Investment is related to existing contracts	-	Investment is a mandated contractual requirement
<b>National priority initiative/legislative change</b>	Investment is not linked to a national priority initiative	-	Investment is related to a national priority initiative	-	Investment is essential to complying with a national initiative
<b>Critical Infrastructure</b>	Investment does not contribute to the maintenance of current force systems and services function and performance	-	Investment will contribute to the maintenance of current force systems and services function and performance	-	Investment in infrastructure is critical to maintain current force systems and services function and performance.
<b>Risk</b>	No mitigation for a recorded Organisational Risk	-	Significant mitigation for a recorded Organisational Risk	-	Mitigates a recorded Organisational risk

## Section 5 – Estimated Costs and Savings

### ESSEX POLICE

FORECAST SPEND PROFILE	Asset Renewal	YEAR 1				TOTALS					TOTAL £k
		QTR	QTR	QTR	QTR	YEAR	YEAR	YEAR	YEAR	YEAR	
		1	2	3	4	1	2	3	4	5	
		£k	£k	£k	£k	20/21 £k	21/22 £k	22/23 £k	23/24 £k	24/25 £k	
<b>COSTS</b>											
<b>(a) Capital Costs - analysis below</b>											
Cisco Firepower 4125 ASA Appliance x4					135.4	135.4					135.4
<b>Total Capital costs</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>135.4</b>	<b>135.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>135.4</b>
<i>Asset Renewal - Expected life of asset</i>											
<b>(b) Revenue Costs - analysis below</b>											
<b>(i) Set Up -</b>											
<i>Professional services</i>					6.3	6.3					6.3
<b>Total Revenue Set Up costs</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>6.3</b>	<b>6.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>6.3</b>
<b>(ii) Recurring -</b>											
Cisco AnyConnect Apex License, 5YR (15,000 users)					3.0	3.0	11.8	11.8	11.8	11.8	50.2
Cisco Firepower 4125 ASA Appliance Support & Maintenance (60 months)					6.8	6.8	27.4	27.4	27.4	27.4	116.4
<b>Total Revenue Recurring costs</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>9.8</b>	<b>9.8</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>166.6</b>
<b>Total Revenue costs</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>16.1</b>	<b>16.1</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>172.9</b>
<b>Total Capital and Revenue costs</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>151.5</b>	<b>151.5</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>308.3</b>

<b>Sources of Funding - (see Notes below)</b>											
<b>(i) Capital</b>					135.4	135.4					135.4
<b>(ii) Revenue Set Up</b>					6.3	6.3					6.3
<b>(iii) Revenue Recurring</b>					9.8	9.8	39.2	39.2	39.2	39.2	166.6
<b>Total Sources of Funding</b>		0.0	0.0	0.0	151.5	151.5	39.2	39.2	39.2	39.2	308.3
<b>BENEFITS</b>											
<b>(iv) Cashable Savings</b>											
<i>BES12 licences budget in IT BAU</i>							(46.0)	(46.0)	(46.0)		(138.0)
		0.0	0.0	0.0	0.0	0.0	0.0	(46.0)	(46.0)	(46.0)	(138.0)
<b>(v) Non-Cashable Savings</b>											
		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Benefits</b>		0.0	0.0	0.0	0.0	0.0	0.0	(46.0)	(46.0)	(46.0)	(138.0)
<b>Net Costs / Benefits (Underspend) / Overspend</b>											
		0	0	0	151.5	151.5	39.2	(6.8)	(6.8)	(6.8)	170.3

## KENT POLICE

FORECAST SPEND PROFILE	Asset Renewa l	YEAR 1				TOTALS					TOTAL L  £k
		QTR	QTR	QTR	QTR	YEAR	YEA	YEA	YEA	YEA	
		1	2	3	4	1	R 2	R 3	R 4	R 5	
		20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	
		£k	£k	£k	£k	£k	£k	£k	£k	£k	£k
<b>COSTS</b>											
<b>(a) Capital Costs - analysis below</b>											
Cisco Firepower 4125 ASA Appliance x4					135.4	135.4					135.4
						0.0					0.0
<b>Total Capital costs</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>135.4</b>	<b>135.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>135.4</b>
<i>Asset Renewal - Expected life of asset</i>											
<b>(b) Revenue Costs - analysis below</b>											
<b>(i) Set Up - Professional services</b>											
					6.3	6.3					6.3
<b>Total Revenue Set Up costs</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>6.3</b>	<b>6.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>6.3</b>
<b>(ii) Recurring -</b>											
Cisco AnyConnect Apex License, 5YR (15,000 users)					3.6	3.6	14.4	14.4	14.4	14.4	61.2
Cisco Firepower 4125 ASA Appliance 60 months					6.8	6.8	27.4	27.4	27.4	27.4	116.4
											0.0
<b>Total Revenue Recurring costs</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>10.4</b>	<b>10.4</b>	<b>41.8</b>	<b>41.8</b>	<b>41.8</b>	<b>41.8</b>	<b>177.6</b>
<b>Total Revenue costs</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>16.7</b>	<b>16.7</b>	<b>41.8</b>	<b>41.8</b>	<b>41.8</b>	<b>41.8</b>	<b>183.9</b>
<b>Total Capital and Revenue costs</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>152.1</b>	<b>152.1</b>	<b>41.8</b>	<b>41.8</b>	<b>41.8</b>	<b>41.8</b>	<b>319.3</b>

<b>Sources of Funding - (see Notes below)</b>											
<b>(i) Capital</b>						135.4	135.4				135.4
<b>(ii) Revenue Set Up</b>						6.3	6.3				6.3
<b>(iii) Revenue Recurring</b>						10.4	10.4	41.8	41.8	41.8	41.8
<b>Total Sources of Funding</b>			0.0	0.0	0.0	152.1	152.1	41.8	41.8	41.8	41.8
<b>BENEFITS</b>											
<b>(iv) Cashable Savings*</b>											
<i>BES 12</i>								(89.0)	0.0		
			0.0	0.0	0.0	0.0	0.0	0.0	(89.0)	0.0	0.0
<b>(v) Non-Cashable Savings</b>											
			0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Benefits</b>			0.0	0.0	0.0	0.0	0.0	0.0	(89.0)	0.0	0.0
<b>Net Costs / Benefits</b>							152.1	41.8	(47.2)	41.8	41.8

\*cashable savings are removed from revenue budget in year 3

## SOURCES OF FUNDING TO BE COMPLETED

### **CAPITAL FUNDING –**

**(a)** – Has a Stage 1 Template with indicative capital costs been completed previously?

No. This requirement would have previously been included as part of the Technical Refresh annual business case for 21/22, normally submitted in August 2020, but the business prioritisation for this requirement has brought this process forward outside the normal Tech Refresh cycle.

**(b)** – If YES to **(a)** explain the reasons for the increase/decrease in capital costs over Stage 1 -

**(c)** – Is the proposal included in the 'Subject to Approval' category of the Capital Programme approved by the PFCC and thus within the current Medium Term Financial Strategy?

Not in this financial year, but would have been included in the general allowance for IT Tech Refresh in 2021/22.

### **REVENUE FUNDING: Set Up and Recurring -**

**(d)** – Has a Stage 1 Template with indicative revenue costs been completed previously?

No – see capital section above.

**(e)** – If YES to **(d)** explain the reasons for the increase/decrease in revenue costs over Stage 1

**(f)** – Are the revenue consequences included in the 'Subject to Approval' category of the Capital Programme approved by the PFCC and thus within the current Medium Term Financial Strategy?

Not in this financial year, but would have been included in the general allowance for IT Tech Refresh in 2021/22.

## Section 6 – Project Milestones

Milestone	Projected date	Projected spend £k	Actual spend
<i>[Key milestones, relating so far as possible to project deliverables] (If document / spreadsheet already available then a link can be provided)</i>		<i>[Costs should separately identify Revenue and Capital spend. Final total should include all funding &amp; partnership contributions.]</i>	<i>[To be completed as part of the Evaluation Plan process]</i>
Final Sign-Off Milestone – Essex PFCC & Kent PCC <ul style="list-style-type: none"> <li>- Procurement Process High Level Design and Low Level Design – Sept–Nov 2020</li> <li>- Implementation – Dec 2020-Jan 2021</li> <li>- Cisco AnyConnect will be the VPN solution on the next version of Windows 10 1909 which is due to be ready for deployment at the end of 2020</li> </ul>	3 Sept 2020		
Procurement Process	10 Sept – 30 Oct 20		
High Level & Low Level Design	Oct – Nov 20		
Implementation, Testing & Go Live	Dec 20 – Jan 21		
Capital Spend Essex	Jan 20	135.4	
Capital Spend Kent	Jan 20	135.4	
Revenue set-up spend	Feb 20	6.3	
Revenue ongoing spend Y1	Jan 20	10.4 (Kent); 9.8 (Essex)	
Revenue ongoing spend Y2	Apr 21	41.8 (Kent); 39.2 (Essex)	
<b>Total Expenditure</b>		<b>378.3</b>	



### Section 7 - Risks & Mitigation of undertaking proposal

Risk	Probability	Severity	Risk Management/Mitigation <i>(How proposal will mitigate the risk if we proceed)</i>

### Sign off Sections 8 – 15 for Completion

For Sections 9, 10 and 13 the approval MUST make reference to supporting proposed capital & revenue costs. These sections MUST be completed fully before Corporate Finance can review the business case.

### Section 8 - Business Case submitted by:

Name: Anthony Leadbetter

Position: Head of Infrastructure

Division / Department: Support Services Directorate, IT Services

Date: 10.7.20

**Section 9 - Head of Originating Department sign off:**

Name: Jules Donald

Position: Chief Information Officer

Division / Department: Support Services Directorate, IT Services

Proposed Costs / Funding Requirement Support: *To be brought forward from the annual replacement 2021/22 Tech Refresh budget due to organisational priority of this requirement*

Date: 14.7.20

**Section 10 - Head of Supplier Department (IT, Estates, Transport) sign off:**

Name: **NOT APPLICABLE AS AN IT DEPT BUSINESS CASE COVERED IN 8 and 9 ABOVE**

Position:

Division / Department:

Proposed Costs / Funding Requirement Support:

Date:

**Section 11 – Information Security sign off:**

Name: Deborah Whewell-Clarke/James Wyatt as applicable

Position: Information Security Officer, Kent Police/Essex Police

Date: 23/07/2020 – Deborah Whewell-Clarke

### Section 12 - Head of Procurement sign off:

Name: Stephen Perrins

Position: ICT Category Lead, 7F Procurement

Date: 14/07/2020

### Section 13 – Chief Officer of Originating Department sign off:

Name: Mark Gilmartin

Position: Director of Support Services

Proposed Costs / Funding Requirement Support: *To be completed*

Date:

### Section 14a – Corporate Finance Business Case Review (Essex)

Name: Katrina Anderson / Colin Cooper

Position: Finance Business Partner / Technical Capital Accountant

**Review Update:** An urgent in-year 2020/21 requirement to resiliently support the large volume of remote workers as a direct result of COVID-19. The current product (Direct Access) was due for renewal in 2021/22 as part of the IT Technical Refresh annual investment process.

Revenue funding was approved for a specialist contractor to undertake the technical research work for preparation of the business case (Jules Donald email 21/05/20 to CFOs).

**Capital** – There is a funding gap of **£0.135m** for 2020/21, which it is proposed to request this sum is added to the external borrowing requirement used to fund the capital programme. However, if potential underspends are identified across the total IT Programme portfolio during the year, they will be used to address the funding gap in 2020/21.

**Revenue** - In 2020/21 there is a funding requirement for revenue costs of **£0.016m** in total; one-off (**£0.006m**) and recurring of (**£0.010m**), with a full year effect of **£0.039m** in 2021/22. Work is ongoing to identify savings within the IT Programme portfolio primarily within its 'Subject to Approval' category.

For 2022/23 and future years there is a net reduction of (**£0.007m**) in recurring revenue costs, which takes account of the ongoing cashable savings for the current Direct Access solution

Date: 11/08/20

<b>FUNDING SUMMARY</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b>Year 1 2020/21</b>	<b>Year 2 2021/22</b>	<b>Year 3 2022/23</b>	<b>Year 4 2023/24</b>	<b>Year 5 2024/25</b>
<b>CAPITAL</b>					
Stage 1 (2021/22)	0.0				
Stage 2	135.4				
<b>Variance: (Underspend) / Overspend</b>	<b>135.4</b>				
<b>REVENUE SET UP</b>					
Stage 1 (2021/22)	0.0				
Stage 2	6.3				
<b>Variance: (Underspend) / Overspend</b>	<b>6.3</b>				
<b>REVENUE RECURRING</b>					
Stage 1 (2021/22)	0.0	0.0	0.0	0.0	0.0
Stage 2	9.8	39.2	39.2	39.2	39.2
Cashable Savings	-	-	(46.0)	(46.0)	(46.0)
<b>Variance: (Underspend) / Overspend</b>	<b>9.8</b>	<b>39.2</b>	<b>(6.8)</b>	<b>(6.8)</b>	<b>(6.8)</b>

#### Section 14b – Chief Finance Officer of the Chief Constable (Essex) sign off:

Name: Debbie Martin

Position: Chief Finance Officer of the Chief Constable (section 151 officer)  
Essex Corporate Finance Department

Date: 23/07/2020

#### Section 14 – Chief Finance Officer (Kent) sign off:

Name: Sonia Virdee

Position: Chief Accountant

Date: 28/07/2020

**Section 15 – Strategic Change Team sign off (Kent):**

Name: Jon Sutton

Position: Head of Strategic Change

Date:

**Section 15 – Strategic Change Team sign off (Essex):**

Name: Supt Ed Wells

Position: Operational Change Supt

Date:

**Section 16– COG / COSM / JCOG sign off:**

Date of Meeting: 12/08/2020

Approval to proceed to Strategic Board: YES / NO

**Section 17– The Management Board sign off:**

Date of Meeting: 03/08/2020 Rob Phillips

*Approved on basis it can funded from within this year's programme*