CITY OF LONDON

Digital Services Sub (Finance) Committee

Date: **FRIDAY, 23 JULY 2021**

Time: **11.00 am**

Venue: **VIRTUAL MEETING – ACCESSIBLE REMOTELY**

SUPPLEMENTARY AGENDA

AGENDA

10.   **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

    a)   **Digital Services Strategic Roadmap for the City of London Police (Pages 3 - 32)**
Report of the Chief Operating Officer.

17.   **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

    a)   **Cloud Service Provider (CSP) Award (Pages 33 - 42)**
Report of the Chief Operating Officer.

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John Barradell
Town Clerk and Chief Executive

| Committee(s):

Digital Services Sub-Committee (For Decision)
Police Authority Board (For Decision) | Dated:

23rd July 2021
23rd September 2021 |
| --- | --- |
| **Subject:** Digital Services Strategic Roadmap for the City of London Police | **Public** |
| **Report of:** Chief Operating Officer | **For Decision** |
| **Report author:** Sean Green, IT Director, City of London Police | |

Summary

The world is becoming more and more *digital*, i.e., self-service, intuitive for users, collaborative and with high expectation of continual improvement - based on data points collected, processed at pace and analysed. The technology to do this is increasingly affordable and user-centric, whether it be physical kit, infrastructure or applications.

Digital approaches allow us to create and deliver more efficient and effective capabilities because they are more intuitive, tailored through insights and, where appropriate, automated. This means that people are more likely to make timely and proper use of the services, not only improving outcomes but also reducing cost of service, creating capacity for value-add activities and objectives for City of London Police (CoLP) outcomes.

The CoLP *Digital Services Strategic Roadmap* has been developed as a coherent guide to the full digital transformation of our public-facing and internal services and thus our organisation.

Recommendation(s)

Members are asked to:

- Approve the *City of London Police's Digital Services Strategic Roadmap* accompanying this report as the basis in principle for the digital transformation of the CoLC's services.

- Support the IT Director and Chief Operating Officer in setting the clear expectation amongst CoLP stakeholders that this roadmap shall be used as a guide for any local digital transformation initiatives within their own services; and that the CoLC IT team shall be notified of such initiatives so that they can be fully supported in a collaborative way, seeking to leverage value across the CoLC family.

Main Report

Background

1. The previous IT Strategy, which had a greater focus on the Technology Strategy, was due for review by the end of 2020.

2. In November 2018, Summit and Policy and Resources committed the organisation to the MHCLG public sector Digital Declaration. https://localdigital.gov.uk/declaration/

3. This Digital Services Strategic Roadmap (attached as Appendix A) is a strategy document that provides a broader view of modern IT which is solution focussed and utilises enabling technologies that support better collaboration and data insight.

4. The people we serve, employ and partner with are mostly used to digital services in other areas of life, whether it be in professional or personal capacities. There is a high weight of expectation that CoLC similarly follows suit.

5. The ambitions of the Policing Plan and Transform versus the pressures on internal resources are making it essential to increase efficiency and effectiveness in resource use through appropriate collaboration, including with machines via automation.

6. CoLC has made steady progress in becoming digital in some aspects of how we work, with some of the benefits showcased in our response to the COVID-19 crisis, especially home-working.

7. Digital approaches combining wider engagement and more delivery flexibility will be increasingly needed to best identify, shape and adapt to ongoing changes in circumstance and expectation.

8. To realise the potential of digitisation, a cultural shift is needed to increase digital by default working, and to seek opportunities for innovation and collaboration, whether it be for hybrid working adaptation or service delivery.

Discussion

9. The *CoLC Digital Services Strategic Roadmap*, developed by the IT Division in consultation with Chief Officers, selected Members, external expert advisors and comparable organisations, sets out a vision and strategic approach deemed appropriate for the CoLC's digital transformation.

10. The roadmap in Appendix A connects the new and existing schemes in a coherent way, identifies the gaps in vision realisation, and propose at a high-level schemes to fill some of the key gaps, with further detail to be added through properly funded and resourced proposal work under the umbrella of the roadmap.

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11. Note that an equivalent digital services strategic roadmap has been developed for the City of Corporation tailored to their needs and circumstances.

Options

12. Three key options have been identified as follows:

A. Do without a digital services' strategic roadmap or an equivalent description of coherent digital and technology intentions.

The risk of this option is that our digital services investments will be increasingly disparate and lack the opportunity for interoperability and standardisation which adds complexity. We may also incur additional unnecessary support costs from the disparate technology deployed.

B. Approve the digital services strategic roadmap presented in Appendix A.

This mitigates the risk in 'option A' above and provides the opportunity to gain efficiencies in joined up future proofed digital and technology investments based on technologies that we have skills and capabilities to support. The risk of this option is that Members believe that roadmap presented is too ambitious of not ambitious enough.

C. Request development of a significantly different digital services strategic roadmap or equivalent description of coherent digital intentions.

The risk of this option is that the current CoLP IT strategy is now out of date and has also been agreed as being appropriate by colleagues in the City of London Police. HMIC – Criminal Justice Inspectorate reviews will expect to see an updated Digital and Technology strategy document in any inspections that they undertake of the City of London Police. In addition, without a valid strategy and roadmap we will start to see disparate digital and technology solutions implemented.

13. It is recommended that CoLP IT Strategy Board approve option B.

Proposals

14. On approval of option B, it is recommended a programme office (CoLP PMO/IT PMO) should be set up to co-ordinate and report on the various digital service transformation schemes, with minimum overhead.

15. The programme office will seek to maximise benefits by helping shape schemes to deliver outcomes that are more broadly applicable, whilst minimising undue interference with schemes that departments have developed to meet their local needs and have digital service improvements as only one element.

Key Data

Not Applicable

Corporate & Strategic Implications

Strategic implications

16. Digital transformation of our public-facing and internal services is essential to realise all aspects of the Policing Plan. We cannot realise the plan alone, therefore collaboration is a must.

17. We cannot realise the plan all in one go, and it is likely that our understanding of the potential will continue to increase over time, meaning continual improvement disciplines are a must. It is also expected that we will continue to learn from others, bringing back what works for consideration and application within CoLP.

18. There is on-going savings and efficiencies required for the City of London Police that this Digital and Technology strategy will support and enable.

Financial implications

19. Costs and funding models to deliver the roadmap are to be determined. There will be an impact on the wider cost structure of the organisation because of delivering the roadmap, with the aim being to reduce net costs when the widest reasonable scope of costs is considered.

Resource implications

20. Resourcing needs and models to deliver the roadmap are to be determined. There will be an impact on wider staffing levels and skill set requirements because of delivering the roadmap.

Legal implications

21. All digital approaches and solutions will be vetted to ensure that they are legally compliant.

Risk implications

22. The proposed digital transformation will require business resources which are already stretched with other projects and business usual responsibilities. The projects will need to be prioritised and funding provided with back

23. To minimise and mitigate the risks, an Agile approach will be taken, whereby change is made in small steps, tested with small representative groups of stakeholders in real-world situations before general release, and then carefully evaluated for speedy acceptance, fixing or revocation as appropriate. In addition, major projects will be prioritised and funding to sought to back-fill business as usual staff involved in projects.

Equalities implications

24. Some people will be less able to take advantage of digital services due to personal considerations from accessibility requirements to confidence and training. For the public, not everyone has equal access to technology or online platforms. Where possible assistance will be given to overcome these limitations, with continued need to provide

manual workarounds for some services where full mitigation is not otherwise able to be achieved. We will ensure that rigorous accessibility standards are accounted for.

25. Service outcomes are expected to be comparable in terms of result – e.g., filing a complaint. However, it may be that manually provided services offer less convenience or speed. Some staff may initially struggle to perform well in a highly digital environment – where this is due to a lack of skills or confidence, training and support will be provided.

26. There are equality benefits to digitisation of services and processes, for example users being less reliant on access from a specific location or time of day. These will impact different user demographics differently, depending on the function.

Climate implications

27. Many technologies have long supply chains, whose environmental impacts are not always fully known, and they require a significant amount of energy to run. Equally, it is not possible to quantify all the positive environmental impacts arising from their use, although it is to be expected that there will be less polluting travel and faster identification and resolution of external environmental issues.

28. The use of sensors in our buildings could help us implement intelligent business management systems to control lighting, heat, air conditioning and preventative maintenance. Better capacity management of data usage and storage will reduce the bandwidth needed, reducing electricity use and saving cost.

29. To the best of our ability, we will aim to ensure that the net environmental impact and climate implications of digital transformation schemes and the resulting services are positive or at least neutral with offsetting schemes with partners and suppliers.

Security implications

30. Appropriate information and physical security measures will be built into every digital transformation scheme and resulting service solution.

Conclusion

31. Digital transformation of CoLC's services, and hence the organisation itself, is essential to meet the expectations and needs of the modern world, our Policing Plan ambitions and the financial and resource pressures that we face.

32. CoLC's *Digital Services Strategic Roadmap* provides an appropriate guide to that digital transformation.

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Appendices

Appendix A – *City of London Corporation's Digital Services Strategic Roadmap*

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City of London Police

DIGITAL SERVICES STRATEGIC ROADMAP 2021-24

Document Version

Date	Version	Author	Comments
12/11/20	0.1	Sam Collins	Initial Draft
18/12/20	0.2	Sean Green	Revised Draft
18/06/21	0.3	Sean Green	Revised Draft

Document Reviewers

Date	Name	Title	Comments

Document Approval

Date	Name	Comments
29th June 2021	CoLP IT Strategy Board	Signed off
19th July 2021	Police Authority Board	
23rd July 2021	Digital Services Sub-Committee	

> "Digital is something you are, not something you do. It's about how you think, how you behave, what you value, and what drives decisions in your organisation."
>
> *What a Digital Organisation Looks Like – Doteveryone 2017*

Contents

Introduction

This document sets out a strategic vision and approach for the City of London Police to reap the benefits of putting digital ways of working at the heart of how they prevent and resolve crime through their services. That is, it describes a Digital Services Strategy intended to help the City Police deliver modern, resilient and efficient services that meet our stakeholder's expectations of access, responsiveness, flexibility and value for money.

The strategy aims to support and enable delivery of the City Police's Policing Plan for the period 2020-23, which is driven by our ambition to be a world-class policing service that significantly improves outcomes for all of the City's stakeholders and by the external and internal expectations and pressures that we face, not least from citizens, officers, staff and partners for our services to become more convenient, effective, efficient and relevant in an increasingly digital world.

The Digital Service Strategy is a reasoned response to these drivers, covering digital transformation of services over the period 2021-23. Where digital initiatives are already being pursued separately by various parties, this strategy aims to provide a framework within which the parties can manage these initiatives' interdependencies and target their mutual benefits. Where the necessary digital initiatives are yet to be started, this strategy aims to rally relevant parties to work together to get those initiatives proposed, approved and delivered.

External Context

The Police has an ambitious Policing Plan to significantly improve outcomes for the prevention and resolution of crimes. These ambitions will be realised in a world that is becoming more and more digital, with ordinary people and businesses having access to extraordinary computing power; using instant connectivity to access and add to vast stores of content and information; and wittingly or unwittingly sharing massive amounts of data about themselves, via their online activity and via widely deployed sensors which whist improving live also make individuals and businesses more vulnerable to crime.

The year 2020, more than ever before, has elevated the importance of providing resilient services and working practices delivered through digital means, rather than paper based or location dependant processes. The events of 2020, specifically COVID-19, have shown that not all services have fully embraced the digital age. The Police continues to address these shortfalls, and through this strategy, will set out an approach to fully utilise the transformative role of technology in delivering modern, resilient and efficient Police services that meet our stakeholder's expectations and enabling and delivering technology to support the evolving role of a world class police service.

Internal Context

The City Police rose to the challenge of COVID-19 with staff adapting very quickly to new ways of working. This was partly the result of officers, staff and Members being flexible, innovative and determined to continue functioning as best they could. It was also the result of previous and new investments in digital technology proving themselves over the last 12 months in particular with the investment in IT Modernisation. However, COVID-19 also exposed some weaknesses, including challenges in accessing reliable information and managing non-process-oriented and/or non-standard work, where digital ways of working could prove more beneficial in the future.

Meanwhile, the City Police's budget is reducing, and there is concern about further funding and service challenges arising from internal savings targets and the ongoing COVID-19 crisis. Digital ways of working will be vital to making the most of limited funding and leveraging the resources of others.

Digital Services Vision

'People getting the best out of cost-effective services through digitally-enabled collaboration and continual improvement.'

Our digital services vision sees customers, officers, staff and partners constructively combining their individual understandings and capabilities as they collaborate to realise the value-for-money benefits of convenient, digitally enabled services and to continually improve those services through regular performance analysis, stakeholder feedback and Agile change methods.

This vision will be realised through *service digitalisation* – i.e., transforming services digitally – that enables the following:

- Efficiency and effectiveness in service delivery work
- Service simplification and automation
- Delivery of secure and stable services accessible anywhere
- Creation of service insight coupled with service commoditisation

There are 4 key working principles of *service digitalisation*:

- Digitise for efficient and effective agile working
- Simplify and automate
- Ensure solutions are secure, stable and accessible from anywhere
- Greater collaboration through insight

The vision expects digital solutions to enhance net environmental sustainability. The vision relies on widespread adoption by individual stakeholders of *Digital Ways of Working*, which can be usefully arranged into the following five categories underpinned by ethics, safety and security:

- **Engagement** – encouraging people to take action by listening and replying to, sharing and shaping, their expressions and perceptions of facts, opinions and sentiments
- **Reach** – making the most of people's location and availability by accessing in context, from anywhere and at any time, the problems to be solved and the means to solve them
- **Insight** – informing people's choices by using data and knowledge to understand situations, needs and preferences and related strengths, weaknesses, opportunities and threats
- **Co-ordination** – making the most of all stakeholders' resources by sharing out appropriately the capturing, actioning and managing of requests, tasks, cases, projects, issues, risks, etc.
- **Automation** – freeing up people for what humans do best by letting intelligent technology do most of the rest, subject to appropriate human oversight and exceptions handling

The promise of digitalisation is that it will make it much easier for people to incorporate these ways of working into their everyday activities efficiently and effectively, thereby creating significant new opportunities to optimise services. In particular, it will help remove limits on shared understanding, stakeholder buy-in, delivery processes and resources, and physical access while allowing and encouraging collaborative and continual improvement approaches to become the service norm.

People are at the heart of our digital services vision. Each person having a stake in a service will have a slightly different perspective on service needs, benefits and delivery. Nevertheless, to help make the digital services vision more tangible, the perspectives of six illustrative stakeholder personas are described in Appendix A.

The digital services vision reflects an ambition for the City Police to achieve an appropriate level of digital maturity alongside the other stakeholders in its services. Gartner, working with their many governmental clients, have developed a digital maturity model for governmental organisations that provides a suitable landscape on which to map our ambition and is shown in Appendix B.

Our Approach to Service Digitalisation

Our approach to service digitalisation starts by reconsidering a service's purpose, culture and design in the context of better engagement, reach, insight, co-ordination and automation while simplifying as much as possible. The redesigned service is then implemented by integrating relevant functions from preferred common digital platforms and any necessary niche (legacy) systems while developing a culture that reflects desired practice. Key to this approach are these five *Digitalisation Methods*:

- **Collaborate**
  - Aspects: listening; sharing; co-design; co-production; partnerships; self-service
  - Benefits: making best use of all stakeholders' knowledge, capabilities and capacities
- **Commoditise**
  - Aspects: componentisation; standardisation; reliability; easy reuse; easy scaling
  - Benefits: manageable costs in the face of complexity and ever-changing demands
- **Connect**
  - Aspects: link people, things, data, processes; anytime, anywhere; service integration
  - Benefits: joined-up understanding and solutions; more efficient and effective service
- **Consumerise**
  - Aspects: convenient, enticing; intuitive, consistent; fast feedback; quick gratification
  - Benefits: more timely service use avoids greater costs later; less chasing and support
- **Continually Improve**
  - Aspects: regular value-for-money reviews; regular change windows; Agile methods
  - Benefits: creating enough value now; using learnings to create more value next time

Using Our Approach to Establish Digital Services

The Digital Services Strategy aims to provide the digital means required to address the service design and delivery needs arising from the Policing Plan. There are various layers and pillars of enablement that make this possible.

Digital approaches rely heavily on information, which is derived from data and knowledge. Malicious parties will take a malign interest in our valuable information. It can also be lost or impaired accidentally. Therefore, *Information Security* needs to underpin everything else in the digital world. The City Police's information security strategy is set out in a separate document.

Five key workstreams have been defined for delivery of the strategy – the main drivers, desired outcomes and key priorities for these workstreams are described in the numbered sections below.

1. Digital Policing and the Enabling Infrastructure

The [Policing Vision 2025](#) sets out how digital policing will:

- Make it easier for the police and public to communicate with each other
- Improve digital investigations and intelligence
- Transfer all information with the Criminal Justice System (CJS) digitally

Our Desired Outcomes:

The services and capabilities for Digitally Enabled Policing are being developed by two key national programmes:

- Digital Public Contact (DPC) - will provide a simple, well known and reliable digital contact service between the public and the police that ensures the public are informed and digitally enabled
- Digital Intelligence and Investigation (DII) - enabling policing to protect the public through preventing and detecting crime in a society that is becoming increasingly digital
- Digital First (DF) - integrating digitised policing into the reformed Criminal Justice System, delivering the best service to the public

All online services will be made safe and secure in line with National Cyber Security Centre (NCSC) standards

Key Priorities:

- Expand the use of the national policing self-service portal for all online services, positioning it as the primary gateway for all online services;
- Review and tighten up our criteria for permitting the creation of separate websites, with the aim of significantly decreasing the number of microsites and sub-domains;
- Digitally transform how we deliver other services, working in multidisciplinary agile delivery teams capable of redesigning services from end to end, ensuring that a user's needs are considered and met throughout the whole process, and that back-office systems and processes are integrated with front end delivery;
- Enhance our ability to identify crime via its digital tracks, including digital activity and artefacts that indicate the planning, execution and proceeds distribution of crimes;
- Review the technology underpinning our digital policing services, to ensure we have a resilient, supported and fit-for-purpose set of platforms that enable us to rapidly and sustainably build, maintain, and continuously improve digital services to better meet the needs of our users;
- Move remaining on-premises infrastructure to the Azure Cloud where this is possible
- Implement a new integrated and messaging Telephony platform
- Implement a replacement Wide Area Network
- Design and Implement a Storage Strategy

2. Safe and Secure City

The Initial Smart City Strategy set out a model for delivering a competitive future City of London using smart-enablement and innovation. This model was structured using the corporate vision and the three key themes of People, Place and Prosperity, with smart-enablement and innovation as the foundation for this structure, cutting across all future city activities as an enabler of change. The overarching aim of the 'Smarter City' work is to ensure the City's continued competitiveness as a thriving international financial and business centre.

The Smarter City approach has now evolved into the Secure City Programme.

Our Desired Outcomes:

- The Secure City Programme (SCP) is a joint programme between the City Corporation and the City of London Police that seeks to enhance the security of the Square Mile and provide benefits in terms of transport planning & monitoring.

Our Priorities

- the replacement of legacy & life-expired on-street analogue CCTV cameras with high definition 4K digital cameras.

- the installation of new CCTV cameras to cover priority 'blind spot' locations, including parts of the City's Thames Bridges, ensuring such additional coverage is proportionate and appropriate

- the implementation of appropriate back-office IT systems to accept and manage these new digital CCTV inputs, including video analytics to support both Police and the City of London Corporation requirements and a system for secure data storage

- the integration of existing stand-alone CCTV networks from other police forces and City of London Corporation locations into this system.

- the creation of additional CCTV camera coverage on the City's bridges and Thames riverside focused on vulnerable people

- integration of back-office IT system with a series of wider policing requirements to create a holistic Security Management System, incorporating incident management, resource deployment and computer aided dispatch

- the establishment of a new permanent home for the Joint Command & Control Room which will be the physical staffing space to host the monitoring and management of these systems

- the ingest of further CCTV systems from third party premises around the Square Mile

3. Accommodation Strategy

The organisation will need to prepare for the move to new accommodation and headquarters in xx date in Salisbury Square. This will involve the design and set up of flexible infrastructure that enables intelligences and maximise options for the configuration of the office.

The Salisbury Square Development will deliver a new, purpose-built 18-courtroom legal facility called the City of London Law Courts and a cutting-edge police headquarters equipped to amongst other things combat fraud and economic crime across the UK. A commercial building will be built alongside the legal facility and City Police headquarters to contribute towards job creation.

Our Desired Outcomes:

- Maximise the benefits of the new building for efficient and modern ways of working including the use of sensors combined with the internet of things technology to deliver an intelligent building.

- Ensure security and segregation of the building and site from other occupiers

- Monitor and mange the sustainability of the building

Our Priorities

- Maximise the use of secure wireless across the location to ensure maximum flexibility in the layout and use including high density Wi-Fi if required;

- Deploy the latest building security systems and intelligent management of those systems using Artificial intelligence;

- Deploy sensors for intelligent building management for maintenance, energy saving and asset management;

- Deploy the most appropriate and future proofed audio visual technology across the building for hybrid meetings internally and externally;

- Minimise the amount of space required to house the technology infrastructure required to support the building and staff.

4. Action Fraud, National Fraud Intelligence Bureau (NFIB) and Cyber Crime

In his recent report, by ex-Met Police Deputy Commissioner Sir Craig Mackey, found fraud now accounts for one-in-three crimes - but just 2% are detected and despite nearly 2,000 fraud offences being committed daily in England and Wales, just one in 50 is prosecuted.

In his report Sir Craig Mackay found that for the investigation of fraud to be effective at a national level, three distinct activities need to work well together. The 'first contact' services of Action Fraud set the tone for the victim experience and gather together lines of enquiry for investigators. The NFIB analyses and develop cases before referring them to forces for investigation. In turn, the capacity and expertise need to be available in police forces to investigate thoroughly and serve victims professionally. It is only when these interdependent stages of the process join up effectively that victims will have confidence in the system and fraudsters will be brought to justice.

With the volume of Fraud increasing and an inadequate IT system to investigate and triage the cases for further investigation by the National Fraud Intelligence Bureau (NFIB) a new Action Fraud and National Fraud Intelligence system needs to be procured and implemented in the next 2 years.

Our Desired Outcomes

Action Fraud and NFIB - As the designated as the UK's lead force for economic and cybercrime the force needs to improve access, reporting and monitoring by citizens of reported Cyber Fraud. The Force needs to replace the end-to-end system in the next few years for managing Action Fraud and more immediately improve the data analytics and heuristic models for filtering the cases that are managed through NFIB and distributed to local forces to investigate. We will review and enable the integration of the front end for cyber-crime reporting with the new Fraud, Cyber Crime, Reporting & Analysis System (FCCRAS).

Priorities

- Deepen our collaboration with regional forces and private sector with integrated information sharing
- Procure and implement a platform that provides:
    - faster better self-service reporting and monitoring
    - better integrated data analytics for crime resolution and Prevention.
    - Victim centric fraud platform
    - Deep integration and with automated interfaces for data flowing in an out of the platform
    - automation of processes for the efficiency and effectiveness of the service

See Appendix F for a Technology Overview of the future platform.

5. New Digital Norm for the Police

The new digital norm is enabled through new digital capabilities, which are 'the things that the organisation needs to do' in order to deliver our services to our stakeholders digitally, per their expectations.

This requires us to improve the data literacy and capability of staff. It also requires us to create a more collaborative policing culture across different organisations, with due consideration for security, safety, legality and ethics. There is an obvious need to train staff on digital tools such as the new collaboration tools we have provided and will enhance in coming months and years.

Many of the capabilities that we will need to focus on are detailed in the table below:

Capabilities	Skills
Data management and sharing	The storage of data in accredited data management systems, the force's data strategy and which comply with national data management and handling standards and processes – allowing interoperability between forces and partners.
Data acquisition	The ability to acquire data, maximising the potential provided by digital technologies in support of public safeguarding and crime prevention.
Data preparation	The ability to access, cleanse and manipulate vast amounts of data efficiently and effectively and make this available for decision making processes, analytics and intelligence development activities.
Data Analytics	The ability to provide insights from acquired data in the form of predictions, estimations and conclusions.
Process automation	The ability to automate predictable processes, as well as automated demand analysis and response to improve quality of decision-making, tasking and assessment.
Infrastructure and technical governance	Infrastructure which provides scalable storage and analytics capabilities whilst enabling interoperability between forces and partners. With a cloud first approach wherever possible.
Continuous improvement and innovation	The ability to continuously improve and innovate, promoting a culture of change / adaptation at the pace of the operational environment.
Service sustainment	An effective governance structure in place which leads the delivery of projects. Assuring compliance with standards and policy for in-flight and newly implemented projects. Undertaking benefits management to ensure projects are delivered to the required scope, time, quality and budget.

6. Police Modernisation and Digital Services Delivery

Policing does not operate in a vacuum and cannot stand still in the increasingly digital world we work and live in. The challenges and opportunities that digital disruption present to policing are rapidly becoming defining issues for the service.

To protect people from harm in our rapidly changing world the Police service must continue to modernise. We will enable capabilities to address the digital challenge and deal with the complexity of modern criminality through the exploitation of new technologies and data. Modernisation of the Police service will require an on-going significant investment and changes in the City policing systems and supporting resources.

Outcomes	Priorities
Digital Skills and Capabilities – Investment in people, from leadership through to the front-line, to ensure they are equipped with the right capabilities (knowledge, skills and tools) to deal with increasingly complex crimes. Establish digital leadership and ways of working to allow our workforce to focus on critical and value-adding activities.	• Provide officers and staff with the digital tools they need. • Establish new digitally enabled, dynamic workforce models. • Maximise the benefits of the investment in Police IT Modernisation changing ways of working to maximise crime detection and efficiency • Develop a digitally literate workforce and leadership
Digital Relationship with the Private Sector – Enable the strengthening of relationships with the private sector to empower those organisations to appropriately share in public safety responsibilities.	• Define expectations through open dialogue with the private sector but also with input from citizens. • Build awareness of digital threat, harm and risk. • Build awareness of digital threat, harm and risk. • Support the private sector role in digitally enabled public safety sharing CCTV and information to detect and prevent crime
Digital Relationship with the Public Sector and Criminal Agencies – We will enable a philosophy of openness and deepen our collaboration with our public sector partners and criminal justice partners to jointly design and tackle complex public safety issues. This means sharing data insights and making use of digital tools to work more effectively across the public safety system, ensuring we do so in an ethical way to safeguard public trust.	• Deepen our collaboration with public sector agencies to unlock effectiveness. • Develop 'fluid' information and insight exchange between public sector agencies, within appropriate ethical and legal boundaries. • Support the creation of integrated digital public services for public safety

APPENDICES

Appendix A – Personas

Valerie

Estate Resident - making the most of living in Golden Lane

- The City Police's *Enagagement* with my community as a group and as individuals and sharing of crime *Insight* help us feel safer and keep crime down
- As a mother, I have concerns about my child's safety, which the City Police address well through *Co-ordination* of programmes with schools, youth groups and parents
- The City Police's **Reach** means I get timely contact - on-screen or in-person wherever I feel safe and comfortable - with the officers investigating crimes affecting me

Joseph

Small Business Owner - building a local business in Eastcheap

- The City Police's *Engagement* and shared crime *Insight* bolsters anti-crime advice and builds a crime-prevention business community, thus reducing the impact of crime on my business
- Modern digital CCTV and other *Reach* technologies have improved the safety of the area, thus increasing local footfall, especially in the evening
- *Co-ordination* of police-enforced movement restrictions in response to terrorism and other threats/incidents means that disruption to my business is kept to a minimum

Sarah

City Worker - commuting into Broadgate each weekday

- I feel safe staying late in the City for work or socialising, which I do often, thanks to the City Police using their *Co-ordination* and *Reach* to maintain an effective presence on the street and to respond rapidly to emergenices
- The City Police's *Engagement* with me keeps me informed of and involved in evolving ways to disrupt fraud and terrorism
- *Automation* of telephone and online contact handling means I can easily report suspicions, while shared *Insight* shows me it's making a difference

Jo & Amir

Police Frontline Officers - finding a good station-street balance

- The *Reach* of the latest mobile and radio technology keeps us in constant contact with base and colleagues for instructions and support while patrolling
- *Engagement* tools let us build a more in-depth community connection that augments our patrolling
- *Co-ordination* and *Insight* tools help us to do our bit for investigations as part of a distributed team, and to pack more into each patrol day
- *Automation* frees us from routine tasks to spend more time on patrol

Clinton

Police Senior Officer - getting the right results from everyone

- Our mutual *Reach* allows me to support my officers more efficiently and effectively in their investigations
- Thanks to criminal intelligence *Insight*, I can identify and disrupt crime threats, e.g. fraud and terrorism, more quickly, efficiently and effectively
- *Co-ordination* tools allow me to get more done working with partners, e.g. police and social services better collabo-rating on support for vulnerable people
- As a leader, *Engagement* tools help me listen to, inspire and support people in creating and embracing change

Isobel

Corporation Member - shaping and sharing the big picture

- *Engagament* tools help me to grasp my constituents' concerns better and to let them know what I am doing for them
- The *Insight* I get on City Police effectiveness, efficiency and spending helps me challenge and support intitiatives better
- My *Reach* via videoconferencing and documents shared online allows me to participate effectively in committee meetings from wherever I am
- *Co-ordination* with others on reports, cases, etc. before and after meetings makes the most of my time in meetings

Appendix B – Digital Services Maturity Model

	1 Initial E-Government	2 Developing Open	3 Defined Data-Centric	4 Managed Fully Digital	5 Optimizing Smart
Value Focus	Compliance	Transparency	Constituent Value	Insight-Driven Transformation	Sustainability
Service Model	Reactive	Intermediated	Proactive	Embedded	Predictive
Platform	IT-Centric	Customer-Centric	Data-Centric	Thing-Centric	Ecosystem-Centric
Ecosystem	Government-Centric	Service Co-creation	Aware	Engaged	Evolving
Leadership	Technology	Data	Business	Information	Innovation
Technology Focus	Service Oriented Architecture	System Integration Management	Open Any Data	Modularity	Intelligence
Key Metrics	Percentage of Services Online	Number of Open Datasets	Percentage Improvement in Outcomes, KPIs	Percentage of New and Retired Services	Number of New Service Delivery Models

The Digital Services Strategy implementation programme will include work to determine the current level of digital maturity of each City Police department and service, and work to agree a target level to be attained via the programme. However, a more immediate and less scientific assessment of the City Police overall suggests that we are somewhere between maturity levels 1 and 2, which is true of most governmental organisations according to Gartner. Evidence for our current overall maturity level includes some of our existing services moving online with varying but mostly limited degrees of optimisation, and some services making more use of the data they collect but making little use of data from other services. The Digital Services Strategy, through its proposed changes to capabilities and cultures, aspires to move the City Police to or near level 4 by the end of 2023, which will be evidenced by new services being established to address unmet customer needs cost-effectively and some old services in their traditional form being retired due to their proven lack of value-for-money.

Appendix C – Digital Services Roadmap

The following tables set out the projects that are currently recognised as furthering realisation of the Digital Services Strategy due to their positive impact on one or more of the digital ways of working categories: **E**ngagement, **R**each, **I**nsight, **C**o-ordination and **A**utomation- updated every 6 months

Table 1: Approved Projects – yet to be completed								
Workstream	**Project Title & Description**	**Digital Ways of Working Impacted**					**Timeframe**	**Notes**
		E	**R**	**I**	**C**	**A**		
Police Modernisation and Digital Services Delivery	Modern Device Administration		X				2021	More flexible, easier management and self-service
Police Modernisation and Digital Services Delivery	Modernise Telephony		X				2021	Also addresses current system's end of life
Police Modernisation and Digital Services Delivery	Zero Trust Computing		X		X		2021	Allow more flexibility by trusting all devices and locations the same, i.e., not at all until they prove themselves
Police Modernisation and Digital Services Delivery	Software Defined Networking		X		X		2021-22	Allows more flexibility and resilience in use of City Corporation sites
Police Modernisation and Digital Services Delivery	Airwave Device Replacement and Coverage		X				2021	Addressing current devices' end of life and introducing more modern functionality
Police Modernisation and Digital Services Delivery	Emergency Services Network		X				2021	Compliance with and leverage of nationally mandated upgrade
Police Modernisation and Digital Services Delivery	Command & Control Programme (MPS)				X		2021	

Table 1: Approved Projects – yet to be completed								
Workstream	Project Title & Description	Digital Ways of Working Impacted					Timeframe	Notes
		E	R	I	C	A		
Digital Policing	Digital case file			X	X		2021	
Digital Policing	HO Biometrics			X			2021	
New Digital Norm for Policing	Law Enforcement Data Service			X			2021	
New Digital Norm for Policing	Sensitive data storage			X			2021	
Digital Policing	Digital Asset Management (DAMS) / Digital Evidence Management (DEMS)		X	X		X	2021/22	Enables holistic view of digital assets captured by multiple source solutions
New Digital Norm for Policing	Introduction and usage of Power BI	X	X	X			2021	Enables powerful single solution for data analysis and reporting.
Digital Policing	e-discovery		X	X		X	2021	Enables more flexibility and capacity to identify evidence and case progression
Police Modernisation and Digital Services Delivery	HMCTS Common Platform					X	2021	Nationally Mandated Project. Provides common secure communication and case progression solution between HMCTS and law enforcement agencies and practitioners.
Police Modernisation and Digital Services Delivery	HR Mobile Service	X	X				2021	Enables access to force HR Solution from mobile devices – improving accessibility especially for Uniform Officers
Police Modernisation and Digital Services Delivery	NCA – Suspicious Activity reports	X		X	X		2021	Nationally Mandated Project. Provides improved communication and reporting between NCA and enabled stakeholders.
Digital Policing	Social Media			X		X	2021 / 22	Enables and automates review and analysis of social media sites, raising issues of concern

Table 1: Approved Projects – yet to be completed

Workstream	Project Title & Description	Digital Ways of Working Impacted					Timeframe	Notes
		E	R	I	C	A		
Police Modernisation and Digital Services Delivery	Tasking and Coordination Management		X	X	X	X	2021	Enables automation of tasking and coordination functionality across the force.

Table 2: Proposed Projects – yet to be approved

| Workstream	Project Title & Description	Digital Ways of Working Impacted					Timeframe	Notes
		E	R	I	C	A		
New Digital Norm for the Police	Law Enforcement Community Network (LECN)						2021	Nationally mandated project.
Safe and Secure City	Airwave Coverage at the Barbican Centre		X		X		2021	
New Digital Norm for the Police	Migration of on-premise solutions to Azure		X			X	2021	
New Digital Norm for the Police	Audio-Visual Capability for force estate	X	X				2021	
Police Modernisation and Digital Services Delivery	Road Traffic Offence Management	X	X	X	X	X	2021	

Table 3: Enabling Projects – yet to be proposed

Workstream	Project Title & Description	Digital Ways of Working Impacted					Timeframe	Notes
		E	R	I	C	A		
Digital Policing	Agile Methods Implementation	X			X		2021-22	Help stakeholders to start using Agile methods
Police Modernisation and Digital	Common Resource Booking via MS Booking		X		X		2021	Common interface, can be integrated into apps and automated

Table 3: Enabling Projects – yet to be proposed								
Workstream	Project Title & Description	Digital Ways of Working Impacted					Timeframe	Notes
		E	R	I	C	A		
Services Delivery								
Digital Policing	Digitising Paper Files Via Scanning		X		X		2021-22	Online access to previously paper documents
Digital Policing	Replacing Simple Niche Apps with MS Power Flow		X	X	X	X	2022-23	Initially targeting simple list management and workflow apps

Appendix D – Digital Services Strategy Links to Policing Plan Outcomes

The diagram below indicates which Digital Services Strategy 2021-23 workstreams are the most direct supporters for which outcomes sought by the Policing Plan for 2020-23. Sometimes the support is in the form of enablement via services, sometimes it is in the form of inspiration via example.
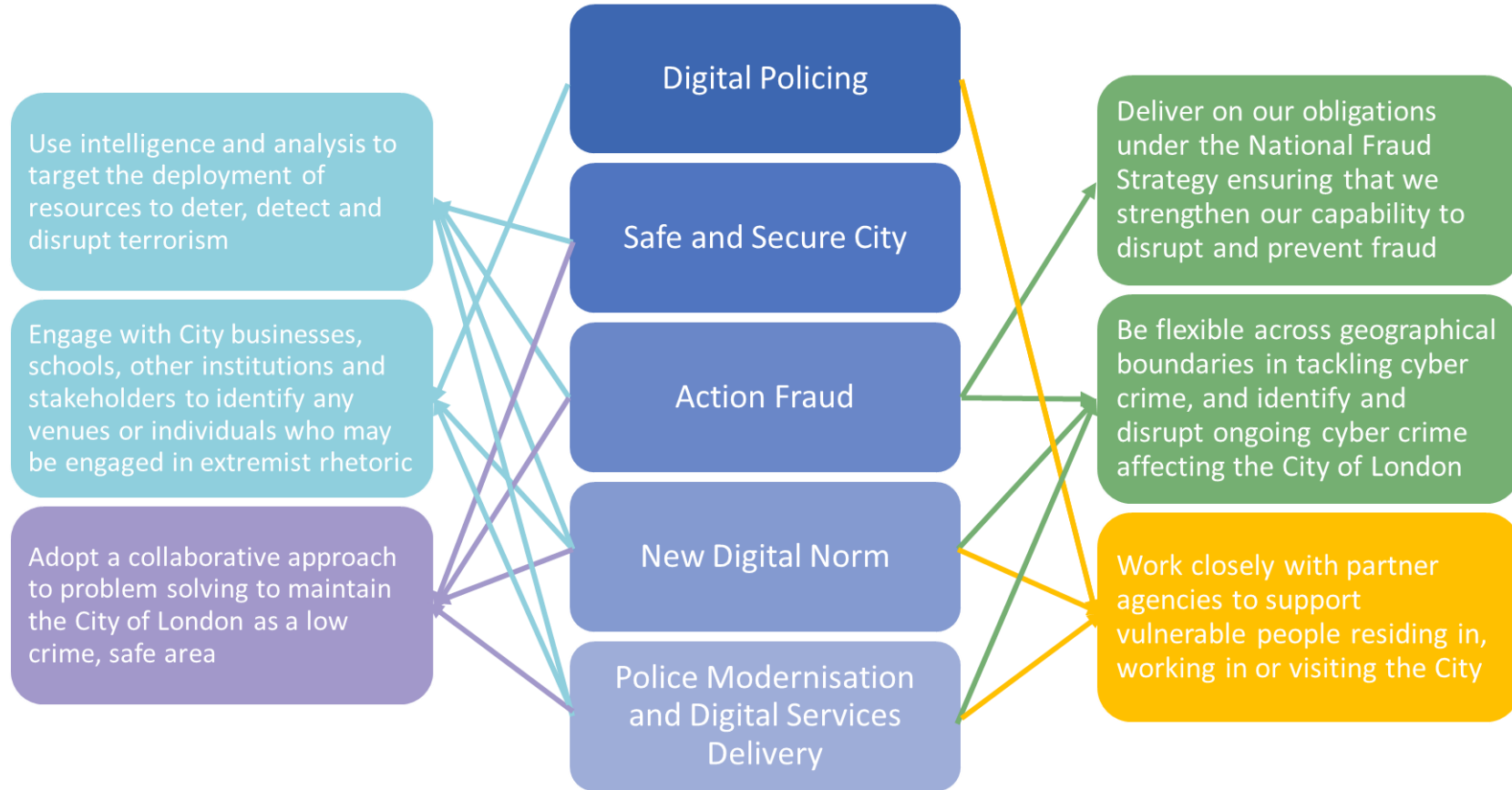
Appendix E – Digital Service Principles

In designing, implementing, operating and improving our services digitally, we apply our Digital Service Principles, which are derived from the UK Government Digital Service Standard, embody the UK Local Digital Declaration and reflect the international Principles for Digital Development. Our six Digital Service Principles are as follows:

A good digital service should…
1. Promote stakeholder empowerment and collaboration
2. Be accessible, intuitive and engaging to use for all stakeholders
3. Be secure and reliably available to stakeholders anytime, anywhere
4. Reuse existing information where appropriate, revalidating as needed
5. Pursue continual improvement, capturing performance data accordingly
6. Seek feedback from stakeholders on all aspects, including outcomes

Definitions
- Stakeholders (some key examples)
  - Service users
  - Service team
  - Service partners
  - Service managers
  - Service funders
  - Service regulators
- Anytime, Anywhere
  - Request service anytime, anywhere
  - Deliver service at right time, right place
- Performance Data (some examples of analysis)
  - Users/requestors vs target demographic
  - Requests started vs abandoned
  - Delivery speed vs quality
  - Processing exceptions handled vs errors
  - Expected cost vs actual cost

In applying these principles to a service, we ask ourselves at least the following questions:

- Who are the service stakeholders and what are their circumstances, needs and preferences?
- What should stakeholder roles be and what empowerment and collaboration do they need to be effective?
- What would a typical stakeholder find accessible, intuitive and engaging, not to mention convenient; what about non-typical stakeholders?
- What level of security is appropriate given the information being handled, the vulnerability of the stakeholders and the value/impact of the decisions or actions being taken?
- To what extent are stakeholders allowed to reuse and repurpose existing information, and what are the risks from not revalidating that information at each use?
- What are the key performance indicators for the service and how will they be understood by stakeholders?
- How do stakeholders manage the unhelpful 'noise' generated alongside useful feedback?
- In general, what are the risks of the proposed new service design and how will they be managed, including any mitigations?
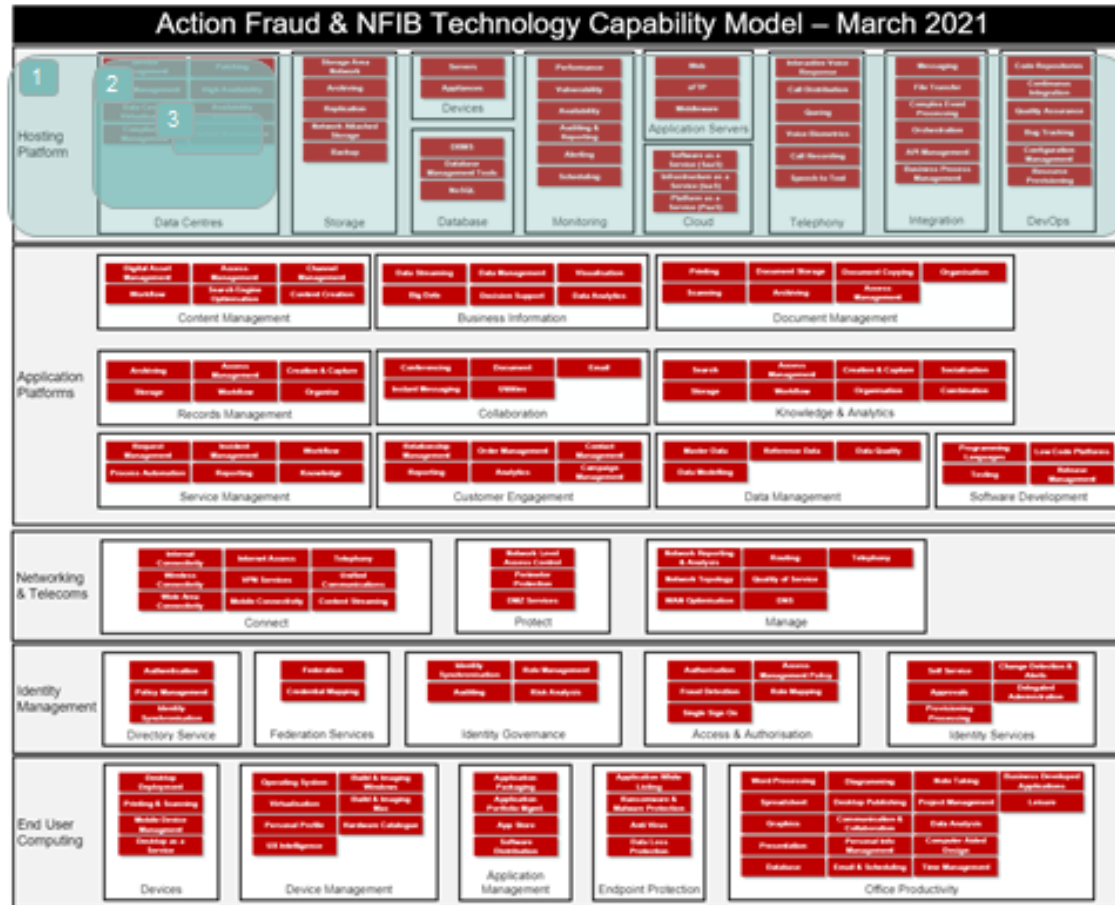
The techniques we use to apply these principles include:

- Service user journey mapping and user stories
- User experience design
- Alpha testing, beta testing
- Business intelligence dashboards
- Master data management

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