Committee(s):	Dated:
Digital Services Sub-Committee (For Decision) Police Authority Board (For Decision)	23rd July 2021 23rd September 2021
Subject: Digital Services Strategic Roadmap for the City of London Police	**Public**
Report of: Chief Operating Officer	
Report author: Sean Green, IT Director, City of London Police	**For Decision**

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.

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*