

The Fourth Cityforum
Digital Policing Summit



Perennial Changes and New Hope

A report following the Fourth Annual Digital Policing Summit held on Monday 12 November 2018 at BT Centre, Newgate Street, London



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Foreword

The mood of the mid November Cityforum Fourth Digital Policing Summit was considerably more optimistic than it had been in previous years and Giles York, Chief Constable of Sussex, skillfully guided a positive day of discussion.

As with the previous summit, Cityforum invited Stephen Roberts of Vigilant Research to prepare his summary of the proceedings and his reflections upon it. With his assistance, Cityforum has prepared a summary note on 'what faces those with responsibility for policy and delivery this year'.

The report covers a wide range of areas in which progress is in train although issues of some significance remain for the Chiefs, Police and Crime Commissioners, Force Technology Leaders, the Home Office, industry vendors and bodies responsible for inspection, regulation and oversight.

The report begins with a list of the twelve toughest challenges to digital policing in 2019 as a guide to areas where much remains to be done. The later parts of the report, kindly commissioned by Motorola Solutions, indicate promising avenues that are currently being pursued alongside thinking and action that can assist in answering the key challenges.



Marc Lee
Chairman, Cityforum

Foreword

I am always energised and inspired by bringing people with different perspectives together around a common goal; and this is exactly what we achieved at the Fourth Cityforum Digital Policing Summit. A high paced, engaging day that challenged current thinking and established building blocks for the future.

This event, which I enjoyed chairing immensely in my capacity as Chair of the Digital Policing Board, offered a critical arena for supportive and critical thinking for ideas as we prepare for the Comprehensive Spending Review. It also provided an opportunity to balance the reality of the 'brown field' site where we are now, understand the breadth of public demand for traditional policing through to the latest online service delivery, and consider the stretch to possible futures that we might be able to build for policing.

Work is ongoing to create a clear, fully resourced strategy for digital policing fit for the 21st century, and in the past 12 months considerable progress has been made in laying some solid digital foundations, for which policing should be congratulated, most notably with the widespread uptake of Single Online Home.

The challenges I face as Chair of the Digital Policing Board, include ensuring that we fully understand the competencies and capacities we need for the future, and that we come together collectively to meet those demands. Public and political trust, as we all know, is the foundation of successful policing which is why this report is most welcome, in particular the Twelve Challenges outlined which provide us all with a helpful stocktake.

I want, alongside you, to be part of the response to that challenge to deliver our own part of the solution as we stretch to deliver effective digital policing across all our communities.



Giles York
Chair, Digital Policing Board

Introduction

For a second year we are pleased to sponsor this report to positively encourage debate and knowledge sharing around digital transformation.

It is clear that tough challenges still exist in the way of achieving the technological change that can offer solutions to significantly improve efficiency and deliver benefits across a range of areas. However it is also clear that very positive moves are being made towards effective frameworks and increased force collaboration, for example on record management systems. This information sharing is now supporting the successful performance of mobile workforce applications such as Pronto, with all the efficiencies they can deliver.

We welcome the fact that the report acknowledges the need for closer collaboration and communication with the Technology Vendor community. In this brave new world of defining the right technology to solve some of the current and future challenges faced by the emergency services, clear articulation and understanding of needs must be a positive step towards delivering solutions.

Helping forces balance both community policing needs and national threats is obviously critical and whilst technology is a tool for change we also know that it can be viewed with concern by the public and even within blue light organisations. However, achieving rapid change and technology adoption may be key to responding not only to everyday resource challenges, but to external threats at the national level.

For this to happen, public safety organisations need not just the best tools and data to meet their evolving needs, but also a partner with specialised knowledge and experience to identify ways of working never thought possible.

Motorola Solutions is working with forces in the UK now, helping them to effect the technology transformation that we must all embrace in order to remain relevant and effective.

With over 90 years experience of supporting the public safety community internationally and a 50 year history with the emergency services in the United Kingdom, we believe we are best placed to help meet evolving public safety needs. To find out more about our solutions contact David Robinson, david.robinson@motorolasolutions.com



David Robinson
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The Twelve Toughest Challenges to Digital Policing in 2019

Technology

Technology Vision

There is no single policing Chief Information Officer (CIO). The national strategic Information & Communications Technology (ICT) principles leave significant room for divergence. Police technologists differ over whether to tolerate disparate data sources, compensating through smarter, contextual search. They differ on whether to offer an app store, or an integrated mobile workflow environment. Until some strategic choices are made and imposed, collaboration will be frustrated.

Market Evolution

Enterprise technology markets are lurching from private infrastructure to public cloud, from hard to soft networking, from solutions to services, from waterfall to agile development, from systems integration to DevOps. Police technology functions are lagging behind. They need to refresh their skills and role profiling, not least at the senior levels where new vendors and new risks need to be understood and managed. Technology horizon scanning should be improved.

Legacy

Many existing assets are outdated and disproportionately expensive to support. Legacy applications reinforce inefficient ways of working, without the flexibility to support change. The fear of losing data and the expense of back record conversion means that historic software assets are wastefully preserved.

Fragmentation

Politicians decry incompatibility between police IT systems; practitioners see more specific challenges. Variance in business rules, nomenclature and scale across forces means that process management tools are configured differently, even when the same product is used. Within forces, siloed platform deployment means that information is rekeyed and there are multiple versions of truth. Software without open Application Programme Interfaces (APIs) limits data sharing.

Inadequate Foundations

The National Police Chiefs Council's (NPCC) Information Management & Operational Requirements Coordination Committee's (IMORCC) work defining what is foundational for digital policing demonstrates that achievements to date are uneven and incomplete. Too much of the roadmap for enabling technologies and platforms is yet to be delivered. Too much of what has been developed and tested in limited contexts is yet to be successfully mainstreamed.

Policing

Operational Requirements

Change priorities differ between police forces and they shift rapidly when new concerns emerge, or are imposed. Most operational business processes could be re-scoped with improved technology to deliver more value, but it is impossible for chief officers to transform everything at once. The challenge for police technologists is to stay ahead of local and national roadmaps for change.

Digital Leadership

New leadership styles are needed to best capture, exploit and mainstream digital skills, and to manage rapid, continuous change. Charismatic, authoritative and task-oriented leadership will often be less appropriate than relationship-oriented, empowering leadership, especially as specialist resources are unlikely to follow traditional policing career paths, or even to be directly employed by the service.

Demand

New vectors of digital criminality operate internationally. Policing's authority and public value are eroded when technology and financial services firms take a lead on cybercrime and online fraud. Online communities foster hate speech, proliferating images of abuse, harassment and threats. Acquisitive crime and public order challenges may well result from economic and policy crises following Brexit. The accelerating rate of change frustrates policing's ability to react to new demand landscapes and to prioritise accordingly.

Politics

Public Value

Visibly responsive policing is prized above digitally-enabled efficiency and reform by most of those who speak for citizens. The outcomes of digital transformation are difficult to quantify; public debates over investment priorities are not evidence-based. Funding gaps in most force areas will be addressed with precept increases, increasing the scrutiny that underpins legitimacy and consent, and making the arguments tougher to win.

Government

Westminster and Whitehall are consumed by Brexit and many aspects of public service are currently rather neglected; any strategic decisions that emerge are vulnerable to changed political circumstances. Digital policing should be underpinned by joined-up systems thinking across criminal justice, vulnerability and complex social problems. This is currently more likely to emerge at a local authority level - leading to divergence across forces - than from government departments.

Funding

£175m a year is not adequate to meet the demands of police transformation. Annualised business plans and requirements to spend in-year inhibit strategic thinking, flexibility, industry partnerships and service co-creation. Home Office law enforcement programmes represent the bulk of the top-sliced national police technology spend; budget and scope recalculations in these initiatives may jeopardise funding for police-owned plans.

Trust

The current structures for police ICT delivery do not have a consistent track record of success. Negative narratives about current capabilities and plans emanate from Parliament, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), frontline officers and technology vendors. This could put national policing technology leaders at a disadvantage in negotiations with the Treasury over the 2019 Spending Review settlement. The nature and scope of this review is likely to be affected by the final decision over Brexit.

Perennial Changes and New Hope

Cityforum's annual Digital Policing Summit brought a senior community of interest together under the Chatham House Rule to share their concerns, achievements and ambitions. National programme leaders, force technology bosses, chief officers, politicians and officials shared the floor with representatives of vendors and consultancies. This is the fourth event in a 'full house' series and for many participants **the most valuable insights derived from the day's discussion** come from the nuances of how, year by year, the challenges are reframed and the opportunities presented.

This report attempts to distil the most telling themes that emerged from the 2018 event. These focus on the notably specific and actionable, because the prevailing mood in law enforcement technology is defined by urgency, pragmatism and the need to work together. The urgency comes from the impending Comprehensive Spending Review that makes it essential the community unites in its need to present a consistent, plausible message to the Treasury. The November event agreed that the best cannot be allowed to become the enemy of the good. Hence the prioritisation of demonstrable achievement over lofty ambition; innovation requires secure foundations and investment depends on the presentation of convincing proof points.

Compared with the past, the 2018 event had a palpably more upbeat atmosphere. This reflected a change of focus, and **achievements over the last year which have alleviated some of the concerns** that dominated earlier events. While it is unlikely that the public sector and the technology industry will ever see entirely eye to eye, it was clear during the November day that there is now more mutual respect and consensus than had been experienced previously. This was evident from the tone taken when delegates considered how to sustain supplier ecosystems, mandate open APIs, navigate the future and harness innovation.

One contributor asked whether **"by talking about technology and process rather than leadership and culture, panellists were ignoring an elephant in the room."** In truth, the auditorium was packed with such 'elephants', trumpeting the perennial themes at this summit. The digital policing community is **at the forefront of countering new and**

Towards the Comprehensive Spending Review

Public acceptance and leadership responsibilities

fast-evolving forms of threat and risk and is expected to deliver tools for efficiency and transformation. It is supposed to achieve all this within the traditional structures of policing, in which control is broadly distributed, and jealously guarded. Moreover, it needs to do so while maintaining consent from the public and their representatives - whether nationally or locally elected. All, of course, during a time of unprecedented financial pressure. The task requires to be undertaken in a period of continuing financial pressure, even if the term 'austerity' is now officially downplayed.

The round table focused considerable attention on public acceptance of digital policing and there were warnings that this cannot be taken for granted. **"They like us in their community but not on their driveway"** noted one senior officer when considering the approaches to monitoring various types of online group. Political contributors were particularly sensitive to issues of consent. One politician had a tough message on public reaction to channel shift and the 101 service: **"citizens are finding it difficult to contact the police, they don't like it, and they are not reporting crime"**. Whether the answer is to move even faster to smooth digital-first platforms, or to emphasise choice of channels, it is certainly concerning that the early harbingers of public contact transformation have not been well received. A further elected representative had reservations over **"how far drones and artificial intelligence could extend the reach of policing in a climate where face-to-face contact and relationship building are absolutely fundamental to police legitimacy"**.

With regard to the specific dilemmas of leadership and culture, there were two causes for optimism. Participants from industry and from other public services told the forum that they faced the same challenge as policing: how to build a culture where dynamic interaction and integration, externally and internally, are the default. **"The issues for the police service are not unique."** Meanwhile, leadership within policing has been far from static, as the next section sets out.

In pitch, in harmony and just in time

Even those at the heart of the community can be confused by the baroque structure for the governance and delivery of digital policing. The organogram has been relatively stable in 2018, but changes of leadership have abounded, with **police technology chiefs promoted from within their own ranks**.

Wayne Parkes's dual role leading the National Police Technology Council (NPTC) as well as the National Enabling Programmes (NEP) means that the strengths derived from his first capacity as an advocate and a sounding board can be supplemented with a more robust approach to the formal aspects of technical design authority and requirements capture. NEP has already shown its quality across three substantial collaborative procurements.

Similarly, Ian Bell has brought the perspective of a former force CIO to the Police ICT Company. With that comes enhanced community support - exemplified by broad participation in the new Knowledge Hub - and willingness to learn from previous mistakes. **A new vision and operating model has been rigorously tested with stakeholders** and is now resourced to go live. This should see the company able to provide delivery assurance and support for live services and major programmes, and also able to coordinate technology strategy, while scaling up its work on contract consolidation and framework negotiation.

Under Mike Cunningham, the College of Policing plans to develop digital policing policy, standards and ethical safeguards, supported by a Home Office which will expect Her Majesty's Inspectorate to adopt this template. It is also taking a lead on defining the future operating environment, with a horizon-scanning exercise looking as far ahead as 2040. **"National policing structures have shown renewed ambition"** in a year that has seen local collaboration take a battering as at least one planned merger and previously strong alliance has come undone.

With Martin Hewitt about to succeed Sara Thornton as chair of the National Police Chief's Council, there was discussion at the round table on the future role of portfolio leads. One officer suggested that **"chiefdom might evolve"** beyond the current "gentleman amateur" model whereby digital policing leadership is balanced against the day job of running a force. However, it was pointed out that the involvement of chief officers, as they now contribute, has led to significant achievements under the present arrangements.

Giles York takes responsibility for the Digital Policing Portfolio (DPP) just as the teams involved have created the Single Online Home, the Digital Evidence Transfer Service (DETS) and the Digital Investigations & Intelligence (DII) target operating model. Ian Dyson's IMORCC, tasked with **articulating the national**

The national powerhouses - trust, confidence and support

collective user requirement, is well advanced on assessing digital progress across all forces.

The figures listed above will provide a key part of the support Police & Crime Commissioners (PCCs) and the Home Office will require in their pitch for more ring-fenced funding for digital policing funding. Whilst suggestions as to the size of the increased funding were put to the round table, the conclusion of the day was that we need to have realistic expectations. **The pot needs to be increased beyond £175m annually**, with the service controlling the timetabling and allocation of spend. There was agreement in the room that the 'in year' spending requirement should be altered to make possible greater flexibility and increased efficiency.

The scope of the Comprehensive Spending Review was in the opinion of contributors to this round table uncertain and the length of time it will cover is also in question. Will it cover three years or just one year? Brexit is a key factor here. However, whatever the scope and length of the review, the police service will have only a few months to construct a narrative and convince the Treasury. Contributors to the round table emphasised the importance of countering some of the criticisms made by, among others, the Home Affairs Select Committee, which has called recent policing technology investment 'a complete and utter mess'.

A general view of the round table was that the decision to divide technology thinking into 'foundational' and 'stretch' components has been helpful. **"The pay-off from dividing community ambitions into foundational and stretch capabilities brings clarity in the timeline to 2025, and articulation of the milestones along the way"**. This adds authority to the national investment case and enables forces to develop reliable roadmaps. Forces were advised to spend the next six months focusing on the national programme pipeline and sequencing and meeting local plans for the rest of the foundational capabilities by April 2020. This would achieve 65% of the foundational vision, with the remainder coming from the Home Office's law enforcement programmes. Panel contributors indicated that by 2021, some stretches that depend on existing foundations, such as Single Online Home and the National Enabling Programmes, should have been achieved.

Clear, realistic timelines for benefits realisation, with greater security over funding, should help national programme leads to

Timelines from foundations to stretch

Achievement of milestones

overcome the pressures on them to move into delivery as soon as business cases are secured and thus **“winning thinking time for discovery and deployment considerations.”**

Delegates from elsewhere in government were supportive of this planning methodology. Industry comments on the day suggested endorsement by business of this approach to successful delivery.

IMORCC’s segmentation of aspirations into foundational and stretch encompasses specific programmes across prevention and safeguarding, engagement, investigations and intelligence, data and integration and inter-agency working. Discussion at the summit built on this and offered some robust, complementary guidance on what should be considered foundational in police technology.

80:20 rules featured in various contexts. Perhaps the most important was the principle that 80% of investment should be in commercial off-the-shelf assets. Cloud investment was broadly seen as inherent to this goal. Some participants urged bravery, others noted that **“cloud orchestration and skills planning needed to be foundational competencies”** if risks were to be managed well. Data is clearly foundational to those aspects of the stretch which fuse it into transformative insight; underpinning and stabilising such fragile footings requires immediate attention to veracity and assurance, to security, to privacy and to consent.

Cultural and management behaviours are also foundational. One panellist suggested **“the CIO should be a chief connections officer, building collaborative networks across the service. Knowledge sharing has to precede the stretch”**. National programmes have invested in the engagement of personnel who can tailor benefits to forces. This is a foundational competence which allows resources to be brigaded from the centre. Early quantification of stakeholder appetite for risk, and understanding of the risks in action and in inaction, is similarly best done at the foundational stage to avoid conflicts later on. The same applies, if more prosaically, to training.

One force technology leader who had achieved a significant degree of cross-boundary cooperation warned **“it doesn’t get any easier; the battles require constant refighting and it has taken six years to converge 80% of the technology infrastructure across the two forces involved”**. Perhaps

Robotic process automation, data science and machine learning are the pay-off from foundational data

the ultimate foundational competence is realism about how far convergence can be driven: another application for the 80:20 rule.

Stretch ambitions are naturally less well-defined than the in-flight foundational programmes, but one participant observed **“the task ahead is to sell a compelling vision to the Treasury, one that acknowledges competing demands and the fragility of the foundations, while scotching charges of woeful unambition”**. Robotic process automation, data science and machine learning are the pay-off from foundational data, but they need to be articulated as business processes rather than as solutions in their own right.

Delegates debated whether a regulatory framework for machine learning, and specifically for the **management of unconscious bias**, was required as a foundational capacity before investing in the stretch. The same might apply to the skills required to interpret data. However, the more clearly that the usage cases for these technologies are articulated, the less likely it is that generic approaches to governance or to skills would be effective precursors. These considerations are more likely to develop in step with data science applications that find traction in operational silos.

The data science exemplars which were noted as early harbingers of stretch tend to serve a boundaried **business process, which can feed back meaningful results to algorithm developers**. In one force, quantified reoffending risk informs custody bail decisions. In another, poor data is improved by smarter identification of proxy terms for pertinent topics. Automated grading of images of abuse, saving officers this harrowing duty and enabling new linkages to be identified, transforms a very specific area of activity. A contrast might be made with broader ambitions, such as predictive policing or early intervention, where the inputs, outputs and outcomes are more diffuse, and less trackable. The timelines for stretch programmes may extend into the 2020s, and many of these have the potential to transform operating structures, but clarity on how they fit into the business is nonetheless essential.

Business change that can scale

Force collaborations on record management systems are the established proof point for technology harmonisation. Mobile platforms are now seen in this light as well, which is important in considering business change. **“Mobilisation introduces**

new workflows which can be developed collaboratively across forces with similar mobile forms and applications.”

This takes the sting out of divergence in legacy systems, and explains why the most common mobile platforms have such active user groups. The National Enabling Programmes, Single Online Home and Digital Policing Portfolio programmes expect to achieve the same status within the service.

Contributors from the round table pointed out that savings and efficiencies don't come from these programmes. **“They come from the way that chiefs deploy into the business the assets that become available.”** Thus far collaboration has stopped at business change and benefits realisation. The newly established **Business Change Council offers a breakthrough**, applying the NPTC force-led working group principle to offer a smooth transition to collective approaches. Although it has picked an eclectic set of focus areas, from asset management to mobility, the common aim is to start with convergence on benefits realisation methods, and then to concentrate on harmonised data standards. Legal and ethical frameworks for new ways of working will follow.

The ultimate aim is to make engagement with another force's technology-enabled business environment as straightforward for chiefs as would be allowing a neighbouring force's operations and officers to spill over into their patch. The latter is possible because most operational policing works to common business standards; the plan is to **“allow newer standards to be articulated and consolidated in the niche areas where technology is driving change”**. In an update to the “big 5” rule, it was put to the round table that the scaleable process will not just be one that is accepted within the Metropolitan Police Service (MPS), West Midlands Police (WMP), Greater Manchester Police (GMP) or the Athena and Niche communities. It will also need to demonstrate that the force business process owner is in harmony with the advocate of technology change.

Senior officers are well represented on the new council's working groups. Industry and technologists should be braced for the impact. The perception in the upper ranks is that the ICT community have been making the fundamental decisions, with chief officers having input rights. This may be reversed. And it could have an impact on the phasing of innovations; as one chief noted, **“it's really difficult to run an organisation where there's so many people trying to change your technology all at the same time”**. The payback comes from

Benefits realisation and harmonisation of data standards

senior officer cover. The 80:20 rules of getting technology to just good enough, and of getting to the 80% of requirements that are shared – but maybe no further – means that in some forces, harmonisation means telling users that their current capabilities will be degraded. Chiefs are best placed to insist this is accepted with good grace.

This approach is easy to understand in the foundational activity areas, which correlate to existing process. It is less easy to envisage in stretch domains. It was noted that **“transformation is managed in a different way across each force – counterintuitively, it’s the least structured and collaborative of functions”**. This leads to the fundamental question of ‘how far can we go into the worlds of machine learning and data-derived insight without consensus on the questions we need to ask?’ Are we perhaps in danger of driving demand that cannot be met?

Summit participants offered some good responses to these challenges. **“Upfront honesty about ambitions for data, as long as it keeps 80% of the public happy, should smooth the ensuing discovery process.”**; **“Embedding of agile approaches and cultures back into forces so that there is a common language of sprints and ceremonies will prevent misunderstandings”**; **“Terminology needs to be considered and challenged at all levels: let’s not talk about “case files”, with all the implicit assumptions of heft, and think about case environments, where data might be presented in all sorts of ways”**.

Is police ICT a mature market? - it may well not be. A senior officer contrasted **“the appetite of myriad technology firms to the experience of his colleagues within the fleet sector where firms are barely visible at meetings since effective procurement frameworks were established”**. However, police CIOs contributing to the event made it clear that **“informal dialogue between forces had ended the days of ‘divide and conquer’ pricing”**. Procurement processes used often to be dominated by the business at the expense of IT understanding, or vice versa, and failed to keep up with developing requirements. It was put to the round table that one force alliance had recently engaged external procurement experts to secure a mobile solution based on a coherent, current view of everyone’s needs. Operational requirements captured and structured by the Business Change Council could only aid this process.

An ecosystem to navigate
the future

Self-policing on open APIs is a step towards an interoperable ecosystem

National programme leaders saw a need for shared understanding and terminology. This will require the police service to articulate its requirements precisely, rather than adopting the terminology used by industry. For example, “body worn” is an inadequate description of the ways that police may want to fit cameras to officers. **“Policing needs to convey its circumstances to industry”. “Vendors struggle to understand where their solution fits into the multidimensional web of interdependent applications, initiatives and gaps”; “Digital Policing Portfolio, National Enabling Programmes and the ICT Company intend to ramp up their practical, educative sessions with industry”.** It was further observed to the round table that the National Police Technology Council’s 2017 police technology principles document is likely to be extended into detailed digital, technology and data streams and that the help of suppliers will be sought in giving effect to this change.

Seamless interoperability between vendor systems is moving rapidly from an ideal to a practical question of accreditation, or even mandation. There are some signs that the vendor community can become self-policing. **Open APIs and transparent documentation are a matter of culture** as much as process: the specialist application providers and native cloud infrastructure providers for whom interoperability is non-negotiable may be best placed to identify and certify those who share those values.

A community centred on a commitment to APIs would codify the broad sense that proprietary schemas for hardware and software are unacceptable. There is no room for new silos of data while policing struggles to secure its foundations; interoperability goes hand in hand with honesty about motivations, ambitions and the space which a vendor intends to occupy. It is a good step towards a police technology ecosystem, a concept which appears to be hardening.

Contributors suggested **“it may help to have a policing minister who was at the Cabinet Office during Francis Maude’s cultural revolution against large systems integrators”**. Clearly the police service sees an urgent requirement for innovation. The mood of the meeting reflected a widespread agreement that SMEs are underutilised. Groups such as Tech UK, ADS and Cityforum (through its round tables) can bring together smaller organisations and facilitate discussions; prime contractors can be obliged to widen their

supply chains or to build best-of-breed solutions and as the Police ICT Company capacity for framework management grows, its roster should exemplify Digital Marketplace models for breadth and inclusion. **“But good as all this is, forward-thinking policing leaders require something more. They want to be able to co-create solutions alongside a network of industry partners. They want to explore the feasibility of their requirements before these are codified into monolithic procurements. They want to build minimum viable products and then assess the opportunity to scale. This requires an ecosystem.”**

Participants suggested that an engaged vendor ecosystem would be an excellent source of those scenarios and insights that support horizon scanning and are seen as vital. **“The investment case for technology which will be live in 2025 must deliver tools appropriate to the era, rather than those that we’d expect in 2020”**. The NPTC Technology Futures Working Group together with industry partners should, in the view of some participants, deliver **structured models for horizon scanning**. The Police ICT Company will investigate how futures can be incorporated into the operating model for supplier management.

One spur to improved horizon scanning is a perception that the service lags behind comparable bodies. The MoD’s capability was cited at the round table with a suggestion that some of its products should be adopted by policing. Practical innovation can be imported from other jurisdictions, and the NPTC is already engaging with peers: Israeli experts on analytics, US bodies on unifying intelligence from 52,000 law enforcement agencies (a challenge three orders of magnitude greater than ours) and Singapore and Australasian forces on law enforcement transformation.

A cruel, but accurate, description of the old Police Information Technology Organisation (PITO) was that it delivered “yesterday’s technology, tomorrow”. Smarter, collaborative procurement, effective use of ecosystems and rigorous horizon scanning look set to ensure that successive organisations to PITO are not similarly traduced. **“The foundations are today’s technology today; the stretch is technology tomorrow”**. Policing needs to know the difference and to plan accordingly if policing is to prevail in the Comprehensive Spending Review negotiations.

Vendors generate futures insight, other jurisdictions export practical innovation

Conclusions

The Fourth Digital Policing Round Table was chaired by:

Mr Giles York, Chair Digital Policing Board; Chief Constable Sussex Police

Ministerial keynote address:

The Rt Hon Nick Hurd MP, Minister of State for Policing and the Fire Service, Home Office

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Cityforum has been contributing to public policy debate since 1990. The organisation comprises a small, trusted, independent group of experienced individuals, respected for their intellectual honesty, knowledge and extensive contacts spanning the private, public and not-for-profit sectors at all levels. In addition, it works closely with a large network of associates, providing depth, breadth and genuine expertise and practical experience. They include a former Cabinet Minister, a retired Member of the Episcopal Bench, public service officials, military, police, intelligence and security specialists, senior medical figures and business executives, academics, journalists and publishers. They contribute in London and elsewhere to Cityforum events and to the studies we undertake, including interviewing at all levels in organisations and sectors of interest.

From its inception working with the Bank of England on the Basel Accords; with the Reserve Bank of South Africa on the transition from apartheid; hosting and planning with the Scottish Government the Adam Smith Bicentenary; Cityforum has been active in an increasing number of areas that now include collaborations in security, policing, crime and justice, emergency services, critical national infrastructure, cyber, privacy, health and social care, transport, financial services, regulation and energy.

It researches and publishes reports and develops and hosts events in the UK and, where invited, around the world. As part of its bespoke advisory and strategic guidance service the organisation also acts as a 'candid friend' to senior public-sector executives, and undertakes studies and reviews, providing sound impartial advice and specialist judgement to assist in meeting the enormous challenges faced by the public service today.

With over 25 years shaping strategic thinking, building understanding and adding value within and between diverse groups, the organisation has a proven track record. Its highly regarded round table discussions and smaller conclaves are well known both for bringing together an enviable mix of decision makers and practitioners and for stimulating new thinking in response to some of the most difficult contemporary public policy challenges.

Cityforum has a particular interest in working with the police and holds three or four Round Tables a year on strategic, technological, human resources, value for money and strategic communication questions affecting the service. It also undertakes specialist advisory and monitoring work for individual Police and Crime Commissioners, and Chief Officers. This has been particularly useful when PCCs - Police and crime commissioners and Chiefs require studies to be undertaken by a seasoned group of specialists who operate methodically and quickly, and have particular skills in interviewing at every level in the organisations requesting assistance. Its reports are succinct and written in readable English rather than in management speak loaded with acronyms.



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Vigilant Research - run by Stephen Roberts, who authored this report - provides independent analysis and insight to support technology leaders in the policing, security and justice sectors.

Vigilant Research's core activity is the Digital Policing Review programme, which examines technology progress and aspirations within UK policing. Current reporting on technology futures and analytics platforms follows publication of the Capability Assessment 2017 report, which tracked 45 digital maturity markers across the UK's territorial police forces. While the Digital Policing Review is editorially independent, non-commercial sector partnerships with the National Police Technology Council and the Police ICT Company have ensured that research is directed where it has most value for the service, and the work has been supported by industry partners Atos, Accenture, Capita, Clue, Coeus, Hitachi, JML Chronicle, L&A and Leidos.

Stephen also chairs the National Police Technology Council working group on technology futures, and is establishing mechanisms to consolidate relevant futures material for the service.

Glossary of Acronyms

API - Application Programming Interface

A software intermediary that allows two applications to talk to each other. Each time an app like Facebook is used, an instant message is sent, or the weather is checked on a phone, an API is being used.

CIO - Chief Information Officer

A Chief Information Officer is the corporate executive in charge of information technology (IT) strategy and implementation.

DETS - Digital Evidence Transfer Service

The Digital Evidence Transfer Service (DETS) will enable all forces to share digital assets instantly with the CPS and wider Criminal Justice System, through a fast, secure interface, bringing significant efficiencies to the process and eradicating the need for disks and USB sticks.

DII - Digital Intelligence and Investigation

Digital Intelligence and Investigation (DII) enables policing to protect the public through preventing and detecting crime in a society that is becoming increasingly digital by: improving the knowledge and skills of frontline officers and staff to address digital crime; ensuring the specialist capability to respond to cyber-crime; building and maintaining capabilities in the fast-moving digital environment.

DPP - Digital Policing Portfolio

The DPP requires Technical Architecture, Information Assurance and Business Analysis services to support the digital transformation agenda delivery. To establish an evidence base for business cases the DPP's Digital Intelligence and Investigation (DII) programme also requires support in identifying the gaps between the DII "as-is" and "to-be" states in policing.

HMICFRS - Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assesses the effectiveness and efficiency of police forces and fire & rescue services – in the public interest. It provides authoritative information to allow the public to compare the performance of their police force - and, in future, their fire & rescue service - against others. Its evidence is used to drive improvements in the services they provide to the public. www.justiceinspectorservices.gov.uk/hmicfrs.

ICT - Information and Communications Technology

Information and Communications Technology (ICT) stresses the role of unified communications and the integration of telecommunications (telephone lines and wireless signals) and computers, as well as necessary enterprise software, middleware, storage, and audiovisual systems, that enable users to access, store, transmit, and manipulate information.

IMORCC - NPCC's Information Management & Operational Requirements Coordination Committee

The National Police Chiefs Council's (NPCC) Information Management & Operational Requirements Coordination Committee (IMORCC), chaired by Commissioner Ian Dyson of the City of London Police, was created to support the journey to join up policing procurement of information assets and technologies. Within the IMORCC governance structure are the Operational Requirements Board (ORB); the National Police Technology Council (NPTC), the Police Information Assurance Board (PIAB), and the Terms of Reference (ToR) for IMORCC itself. More information can be found at the Police ICT Company Knowledge Hub: www.knowledgehub.ict.police.uk.

NEP - National Enabling Programme

National Enabling Programme (NEP) is designed to provide police with the tools and capabilities they need for the future. The NEP will ensure all UK police forces have a secure platform and national standards that enable new ways of working and collaborating whilst maintaining the autonomy for local decision-making and the control of their digital assets.

NPCC - National Police Chiefs' Council

The National Police Chiefs' Council (NPCC) is a national coordination body for law enforcement in the United Kingdom and the representative body for British police chief officers. It brings police forces in the UK together to help policing coordinate operations, reform, improve and provide value for money. www.npcc.police.uk.

NPTC - National Police Technology Council

The National Police Technology Council (NPTC) is the Technical Design Authority for, and directed by, the NPCC Information Management and Operational Requirements Coordinating Committee (IMORCC) and draws its Membership from the CIOs and Heads of IT across the 48 forces. As agreed by the Chief Constables' Council in October 2016, the NPTC's developing role is to act as a form of Technical Design Authority for the Service's ICT development. The Operational Requirements Board (ORB) and the Police Information Assurance Board (PIAB) also fall within the IMORCC domain and will undertake equivalent Business and Security Design Authority roles. More information can be found at the Police ICT Company Knowledge Hub: www.knowledgehub.ict.police.uk.

PCCs - Police and crime commissioners

The role of the PCCs is to be the voice of the people and hold the police to account. They are responsible for the totality of policing. More information can be found at www.apccs.police.uk, the website for The Association of Police and Crime Commissioners (APCC), the national body that supports Police and Crime Commissioners (PCCs), and other local policing bodies across England and Wales, provide national leadership and influence change in the policing and criminal justice landscape, who oversee the integration of telecommunications (telephone lines and wireless signals) and computers, as well as necessary enterprise software, middleware, storage, and audiovisual systems, that enable users to access, store, transmit, and manipulate information. www.gov.uk/police-and-crime-commissioners.

PITO - Police Information Technology Organisation

The Police Information Technology Organisation (PITO) was responsible for identifying and developing the use of ICT among police forces. It was abolished in 2007 with responsibilities passing to the National Policing Improvement Agency.

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