

## Digital Transformation

To protect people from harm in our ever changing world, police services have to keep pace with new technology and business developments. Forces also need to adapt to new ways of working and capabilities that will enable them to respond to the complexities of policing in a digital age.

The Police Digital Service (PDS) harnesses the power of digital, data and technology to enable UK policing to better protect the communities it serves.

By 2030, PDS will deliver the capabilities to create a more digitally enhanced police service, with a workforce that can fully exploit data and technology to inform improved decision-making, strengthen operational effectiveness, drive value for money and most importantly better safeguard and protect the public.

Ours is a team of experts in commercial services, technical assurance, data, digital transformation and innovation, with unique experience in policing and national programme delivery. Together with our public and private sector colleagues, we are driving 12 of the 15 'in-flight' national programmes.

The National Enabling Programme (NEP) now forms part of the PDS stable.

The NEP was created to deliver three programmes that would introduce a secure, modern technology environment that is fundamental to transforming ways of working across policing. Together, these programmes are a vital cog in delivering the National Policing Digital Strategy 2020-30, aligned with the National Policing Vision. Policing in England and Wales is made up of 43 separate organisations that need to share data across boundaries and departments while maintaining the public's trust that we are correctly handling and protecting their most sensitive information.

Policing has significant 'digital debt'. Like many public sector organisations, police technology has often been developed disparately which can impact adversely on interoperability. The NEP approach of establishing national blueprints which are flexible enough for localism without damaging the interoperability and advantages of shared standards have unlocked the potential of using modern 'cloud' approaches. It is also in line with the Government 'Cloud First' policy and the [National Policing Digital Strategy](#).

The NEP has three core inter-related programmes:

### *Productivity Services:*

Implementing the latest common, cloud-based productivity tools to help police officers and staff work efficiently and effectively, wherever they are, whatever device they are using, enabling them to share information and collaborate with other forces, the wider criminal justice system and partner organisations.

*An Identity and Access Management (IAM) service:*

Enabling the right individuals to access the appropriate local, regional, and national resources securely from multiple devices and locations, without compromising security.

*National Management Centre (NMC):*

Providing a centralised security monitoring and response co-ordination function to protect policing from cyber threats and data-loss, ensuring that the highest standards of cyber-hygiene are adopted and maintained across the UK police service.

The three combined programmes give police forces the confidence to unlock the potential of Microsoft Teams and Microsoft 365 in policing, allowing police officers and staff, regardless of their location, to have access to the right information in a secure, protected and fully audited environment. This can be via a mobile device whilst on patrol, in the office or, as we have seen through the Covid-19 pandemic, enabling working from home in a way that was once thought to be impossible.

Every force used Microsoft services before the NEP was established. However, the programme took a strategic approach to the licensing and procurement methodology to work with Microsoft to develop a bespoke MOU for UK policing based on the business needs of forces. This approach allowed for economies of scale, enabling policing to procure as one, rather than separately with each of the 43 forces having separate agreements and procurement arrangements. This approach has saved a significant amount of effort and cost. We have now combined this ground-breaking work with the Crown Commercial Services enabling policing to further leverage the benefits of a public sector-wide MOU with Microsoft.

As a result, the police service has become an 'intelligent' and more 'influential' client across a range of contacts. Having a clear set of business and technology requirements, being able to articulate those needs more robustly – and in a way that the suppliers and partners could understand and subscribe to – enables better return on investment across the technology estate.

Within the first weeks of the Covid pandemic the programme had developed and started to implement an 'accelerated adoption' model. This released the benefits of limited access to collaboration tools across a force immediately whilst managing the security and programme risks, working to the required standards and ensuring the accelerated forces were still able to benefit within the planned timescales, achieving the original implementation goals.

The NEP approach of 'for police by police' has been singled out as an exemplar at Government and national policing senior leaders' meetings. There are around 20 national digital or technology programmes impacting on UK policing currently. The recent Programme Leads Forum report showed that the NEP was the highest performing programme in terms of progress against targets and milestones, delivering within budget and exceeding expectations in terms of returns.

To provide insight into the reach of the NEP, the programme reports monthly to a board chaired by the Commissioner of the City of London Police, directly to the Chair of the National Police Chiefs Council, the quarterly Police Chiefs' Council and, of course, the Home Office. The Programme also reports to the National Police Technology Council which brings together all the Chief Technology Officers across UK policing and wider law enforcement partners.

**Well over 150,000 of the 220,000 officers and staff across policing in England and Wales are now actively using Microsoft Teams to collaborate with colleagues, given that this number was less than 10,000 just one year ago the rate of adoption and change has been significant. Colleagues are now storage and sharing files via the secure and protected cloud (SharePoint and OneDrive) enabling colleagues to simulatanously on Word, Excel and PowerPoint.**

**Business processes are being transformed using Power Automate, Microsoft Lists and Microsoft Forms.**

## **RESULTS AND EVALUATION**

The programme is monitoring reported benefits far beyond the expectations or normal scope of the programme, including reductions in travel costs and the re-investment of hours saved into delivering services direct to the public; reductions in photocopier costs as printed documents are used less; improvements in quality of service with significant reductions in time taken to resolve applications, as information can be quickly, easily and securely shared.

There has been significant benefit in terms of colleagues' wellbeing, particularly highlighted during the pandemic. Departments have been able to move to remote working instead of working from the office. Improved flexibility due to remote working has resulted in increased productivity and also enabled forces to set up local working groups to reduce the risk of infection.

The 24/7 National Management Centre has been established with the capability to provide a more consistent and effective approach to data protection in policing and reducing duplication of effort at a local level. As forces adopt the threat intelligence culture, we have seen increased confidence in online security, and we have quickly moved from on-premises to cloud. Quicker deployment of new services means that as new products go live on the international Microsoft environment, officers have seen the functionality going live on their device the same day. Previously there would have been significant lag between new services becoming available and actually deployed.

Improved data sharing has been enabled with partners, particularly local resilience groups including NHS, local authority and public health as virtual teams were able to form to respond to the Covid-19 crisis.

Recent feedback from forces shows high confidence in the understanding of the benefits of the programmes and very high confidence in the delivery and realisation of them. Whilst NEP has supported 30 of the 43 forces in England and Wales through to local implementation so far, the programme remains on track to deliver the majority of programme milestones on time and in budget.

This programme is delivering and exceeding on all expectations, building trust in users in policing capabilities by providing them with the tools to do their job, whilst keeping the critically sensitive data secure but accessible to those that need it.

NEP is not a technology delivery programme, it is truly a business change enabler - a programme that provides a framework for other national change projects to leverage and build on.

Examples of the cashable and non-cashable benefits recorded to date include:

- More than 150,000 police officers and staff actively used the Microsoft 365 platform during May 2021;
- Thames Valley and Hampshire Forces saved over £200K on drone infrastructure costs;
- Nottinghamshire replicated the above approach after seeing one of the NEP's 'Wednesday Webinars' and saved a further £30K. Other forces are exploring this approach;
- West Yorkshire Police saved over £177K per annum on additional accessibility tools as the Microsoft 365 platform exceeds previous service standards;
- Derbyshire Police are saving £126K per annum on mobile device management;
- Kent and Essex Police avoided a cost of £450K for data exchange servers;
- City of London Police have the ability to ship devices direct to users for £16 per unit rather than repatching with a contracted service costing £345 per day;
- Gwent Police saved £9450 on egress software;

### **Future Plans**

The NEP is now under the umbrella of the Police Digital Service, which has been established to harnesses the power of digital, data and technology to enable UK policing to better protect the communities it serves.

This means there is a capability already in place to maintain the technical standards or blueprints and assurance required to support the continued development and use of modern technology in an evergreen and ever-changing technical environment. The National Management Centre is established and provides a 24/7 cyber guardian role to protect the highly personal and sensitive data used in policing. And the IAM approach established by the NEP is the foundation of the Home Office-led National Identity Access Management programme, which will provide the national single sign on approach for law enforcement systems in the future.

The programme has always emphasised a community approach to change. It has delivered this in several ways – importantly, using the technology to create a team's tenant whereby forces are invited in to ask questions in an open and transparent way and to share best practice. There are hundreds of officers and staff in this community tenant. NEP also

encourages round table events both from a regional and national perspective where the programme brought forces together to share their experiences and learning.

NEP has established a virtual 'Enabling Centre' and 'Solutions Catalogue' where a curated list of ready to deploy solutions and processes is shared. NEP hosts weekly webinars and communications activity to share the opportunities, learning and guidance and advice on new tooling across policing.

For too long police officers and staff have had a poor and outdated experience when using technology. Since the implementation of the NEP, the police service has unlocked the potential of modern, user focused, interconnected data and technology that truly helps the user deliver upon public expectations.

Ultimately the NEP, as part of the broader PDS offering, is helping to keep the public safe and bring offenders to justice.