Public Accountability Meeting March 2018 - "Digital @ NYP"

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FEEL SAFE

Agenda

1. Current state : "digital dimensions"
2. Current state : strengths & weaknesses
3. Data security, Information governance & GDPR
4. Enablement of the police & crime plan (2017-21)
5. Digital projects - overview
6. Prior transformational digital projects
7. Digital strategy 2025 - key themes
8. The next step - "digital transformation"
9. Questions?

Current state - digital dimensions

The "digital Information & Services Group" (DISG) serving NYP:

- *Comprises 75 staff*

- *Supports circa 3200 users (Officers and Staff) located in more than 50 locations across the county, who use more than 9000 End User Devices (PCs, Laptops, Tablets, Smartphones, Desk phones and Radios*

- *Is responsible for more than 200 data bearing business applications, accessing 200 TB of data, running on more than 500 servers, located in two server rooms in a highly resilient configuration*

- *The majority of resources are required to Support, Operate and Maintain the current, but additionally we run up to 50 'programmes & projects' concurrently*

NYP spends circa £12m pa (£8m on goods and services, £2m on staff and £2m on hardware refresh) on digital (about to 8.5% of revenue)

Current state – Strengths & Weaknesses

What we are good at:

- Providing reliable infrastructure

- Securing data and protecting Information Assets

- Supporting reactive policing operations

- Helping users in a crisis

Areas we need to improve:

- Strategic alignment by creating a joined up vision and strategy for digital policing

- Prioritising and focusing on the most important change and delivering it faster and with greater confidence *(an HMIC observation)*

- The way we manage information risks (identify, assess & manage)

- By becoming more "Agile" and Innovative

- The "Digital User Experience", including better balancing the need for information security, with cost and usability of digital services

- Our supplier and contract management capability

- Our value for money from digital expenditure and investment

- The strength of the market offer so NYP are able to retain and recruit the required digital talent

Data security, Data security, Information governance & GDPR

- For policing purposes NYP captures, stores and process personal sensitive information about 'persons' (nominals, witnesses, informants, victims) for evidential or and intelligence purposes

- Information Security Management comprises, People, Processes and Tools that manage the risks to the "Confidentiality", "Integrity" and "Availability" of our business information.

- We run an IT Health Check, addresses any relevant issues which is key to us being accredited

- Our risk appetite is "low" due to risk of censure and reputational damage of data "incidents", so we spend a lot of effort and money on Treating risks (as opposed to Tolerating them)

- We do have occasional "data breaches" (Unauthorised access or disclosure of sensitive information) *FOI 1094.2017-18 refers*

- NYP have implemented UK Government's best practice for Information Governance
    - We have a Senior Information Risk Owner on the board
    - Who runs an Information Assurance Board
    - and is supported by an Information Security Officer in an information management team

- Our Information Assets are identified and Information Assets Owners (IAOs) assigned responsibility for their use and security

- The vast majority of Policing information is Official, some requires "special handing" for reasons of Operations etc. We prompt users to confirm of special handling is required within our office productivity tools.

- NYP have invested in a GDPR project team which by following the ICO recommended path will ensure that NYP are compliant at the earliest opportunity.

- To meet the obligations of GDPR compliance will result and increase in expenditure for NYP

Digital enablement of the Police & Crime Plan (2017-21)

Policing is a people powered by information 'services business', and so NYP needs digital services to enable:

1. "Service Oriented Policing services", where policing is delivered with and though partners. enabling seamless service provision for Victims, Witnesses, Suspects & Offenders

2. A fully mobile NYP workforce, (Including NYP working from 3rd party locations),

3. People equipped with the required information required wherever (geographically & organisationally) they may be

4. High quality (complete, accurate, timely) insight into organisational service performance

5. A "Lean" organisation enabled by Business Process Management & Automation

6. Channel choice for customers & exemplary handing of "calls for service", response management & service delivery

7. A virtual FCR, where agents from any location may participate in handling calls for service by any channel

8. Digital Intelligence and Evidence gathered, stored, accessible and integrated with policing systems

9. Digital integration with criminal justice processes & systems

10. Digital services that are feature rich, reliable and easy to use (delivering a great User Experience)

Digital projects - overview

NYP delivered
- Mobile Asset Utilisation and Deployment System (DN 05/2015) – Completed
- Operational Mobile Working (DN 08/2015) – Completes 2018
- Modernising Management Information (DN 05/2016) – Completes 2018
- Server room at new HQ (DN 06/2016) - Completed
- Digital Forensics Unit (DN 03/2017) – In procurement – Completes 2018
- Body Worn Video (DN 02/2018) – in procurement - Roll out starts in spring 2018
- 999 and crime recording improvements (DN 05/2018) – Completes 2018

Required by NYP but delivered by the Home Office
- National ANPR system (NAS) – Going well
- National Law Enforcement Data Service (NLEDS) – Needs careful management for timing
- Emergency Services Mobile Communications Programme (ESMCP) - Paused
- Home Office Biometrics (HOB) – Going well
- Child Abuse Image Database (CAID) – Going well

Investing in "Digital Policing" – Mobile Working

An investment of circa £8m is delivering:

- *Fully mobile solution – officers can work where they need to be*
- *Digital data capture – no need to return to the station*
- *Information in officers hands - improving service*
- *Improved efficiency – freeing officer hours to serve the public*

Investing in "Digital Policing" – Body Worn Video

An investment of circa £1.4m is delivering the ability for officers to capture video evidence

- *Increased victimless prosecutions*
- *Improve investigations of deaths & injuries in custody*
- *Reduced complaints against NYP*
- *Evidence for claims against NYP*
- *Evidence supporting investigations into use of force*
- *Increase in early guilty anticipated pleas cases (GAP)*
- *Improved prosecution and conviction rates*
- *Improved prosecution for assaults on officers/staff*
- *Reduction in assaults on officers/staff*
- *Improved officer behaviours (in challenging circumstances)*
- *Organisational Learning*

NYP's Strategic digital Deliverables (Draft)

To enable the NYP business Objectives, we need:

1.   Cloud migration (Personal Productivity, Back Office & Policing)

2.   Move to an "Infrastructure as a Service" (commercial provider or collaboration) model

3.   Application Consolidation & Convergence to Web applications Architecture

4.   Make the "Net"work (NYP, Remote access & Inter Organisation)

5.   An Information Broker (IB) which orchestrates Intra and inter NYP information exchange

6.   Business Process Management (BPM) platform

7.   A cloud based digital Evidence Management Service (DEMS)

8.   "Digital Freedoms" *(corporate ICT as feature rich and easy to use as employees enjoy at home)*. Inc. End User Device user experience & Single Sign On (SSO)

9.   Enterprise Systems Management

10.   Digital Services provision benchmarked as best value

The next step – Full "Digital Transformation"

- Digital transformation is the reinvention of an organisation through the use of digital technology to improve the way it performs and serves its constituents.

- In policing this means delivering a step change in:
  - Customer service **Excellence**
  - **Effectiveness** of policing
  - **Efficiency** of the whole organisation

- Simply implementing technology alone doesn't bring about digital transformation but changing an organisation to reap the potential of those technologies does.

- Building on work already done, the Police & Crime Commissioner with The Chief Constable is mobilising an organisational transformation programme with digital at it's centre – **"Transform 2020 – A new business model"**