



Digital Transformation Strategy

2019 - 2024



Leicestershire
Police
Protecting our communities

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Our vision



Deputy Chief Constable Rob Nixon

Leicestershire Police prides itself on protecting our diverse communities and being at the forefront of innovation. Through this strategy, we will drive forward the pace of digital transformation, embracing the art of the possible to deliver an outstanding police service, through the use of cutting-edge technology and capabilities. Delivering tools and services that benefit and are informed by the needs of our workforce, communities and partners will be at the heart of this exciting journey.



Introduction

Demand on the police force continues to grow with continuously evolving crime threats crossing force, regional and national borders. Crime is however just a small proportion of the overall demand met by local police forces on a daily basis. Some estimates put non-crime demand at above 80% of the overall total. It is important therefore that solutions are sought to help ensure that the service works as effectively and efficiently as possible and deliver best possible service to the communities that it serves.

This strategy outlines how our use of digital services and technology will develop over the next five years and how it will benefit our organisation, partners and communities. It defines the steps necessary to keep pace with crime that is constantly evolving and exploiting sophisticated digital technology. We will be responsive to the increasing expectations of the public in terms of how they access police services and how they expect us to work. This strategy therefore sets out a clear ambition for how we will harness innovative digital technologies to support us in delivering an outstanding service to the people of Leicester, Leicestershire and Rutland and deliver our force vision of protecting the vulnerable, preventing harm and making our diverse communities safer.

This strategy is written in conjunction with, and to complement existing documents such as the Policing Vision 2025, the National Policing Digital Strategy and the 2019 Leicestershire Police Force Management Statement. At a time when the force is designing a new target operating model which will further improve the way in which we serve our communities. As this new model develops, this digital strategy will underpin key business processes and act as our digital roadmap for the future. It aims to push boundaries and commits us to embracing new digital technological capabilities that improve our efficiency and effectiveness. We want digital technology to represent value for money, be robust and sustainable.



We will also use insight from our service users to design and improve their experience, giving our staff and the public access to user-friendly digital solutions that address their needs in the right place and at that right time.

This strategy will be complemented by a Digital Delivery Plan that will outline how we will progress and manage digital transformation, rationalisation of existing technology and adopting regional and national initiatives.

The delivery plan will detail the roles different teams and business users have in driving and aligning digital change for the benefit of policing. It will also set out the roadmap and timetable for activity and be fully costed.

Finally, a clear set of principles are outlined, which will apply to any digital solutions we implement.

The need for digital transformation

The challenge

The latest Force Management Statement compiled by Leicestershire Police highlights seven key strategic focus areas. These are:

- 1 Increased demand as a result of the changing nature of crime, its complexity and a general rise in volume
- 2 Workforce and wellbeing ensuring sufficient skills, capability and capacity to meet new and existing demands
- 3 Business innovation and change to allow the force to continue to meet the challenges of limited police resource, increasing and evolving demand and data quality
- 4 Prevention and partnerships will continue to promote prevention measures within our communities to minimise the impact of budget restrictions with partner agencies
- 5 Justice outcomes should provide the most appropriate outcome for the victims of crime
- 6 Protecting the vulnerable to understand and recognise the nature and scale of vulnerability and respond accordingly
- 7 Use of technology to ensure the force enhances service delivery and continues to build capabilities to combat criminal use of technology

Making the best use of the latest technology will help us address these challenges now and in the future. Digital innovations will increase our efficiency by freeing up time and increasing capacity in our workforce, giving our officers and staff the tools that will help them to do more than they currently can, with greater accuracy and in almost any location. For the public it will mean a consistent level of service and provide them with new ways to access policing services in a way and at a time that suits them. And for our partners it will mean we will be able to work more effectively together, sharing data in more efficient, cost effective and quicker ways.

The need for digital transformation

Data

On average, there are around 780 crimes and incidents reported daily by our communities within Leicester, Leicestershire & Rutland (LLR). All of these incidents require assessment and review that may involve searching and reviewing a large amount of data. Many of these incidents will also, in some way, have a digital footprint.

The way in which we use our data needs to aid our operational objectives. Rather than searching for data on a case by case basis, all of the relevant and most up to date information needs to be available to the right person at the right time to enable them to make well informed decisions in real time. To do this we will introduce visualisation software, enabling live data from multiple databases to be viewed simultaneously.

Data will continue to be used and shared ethically and within all current and future legislation to support our vision.

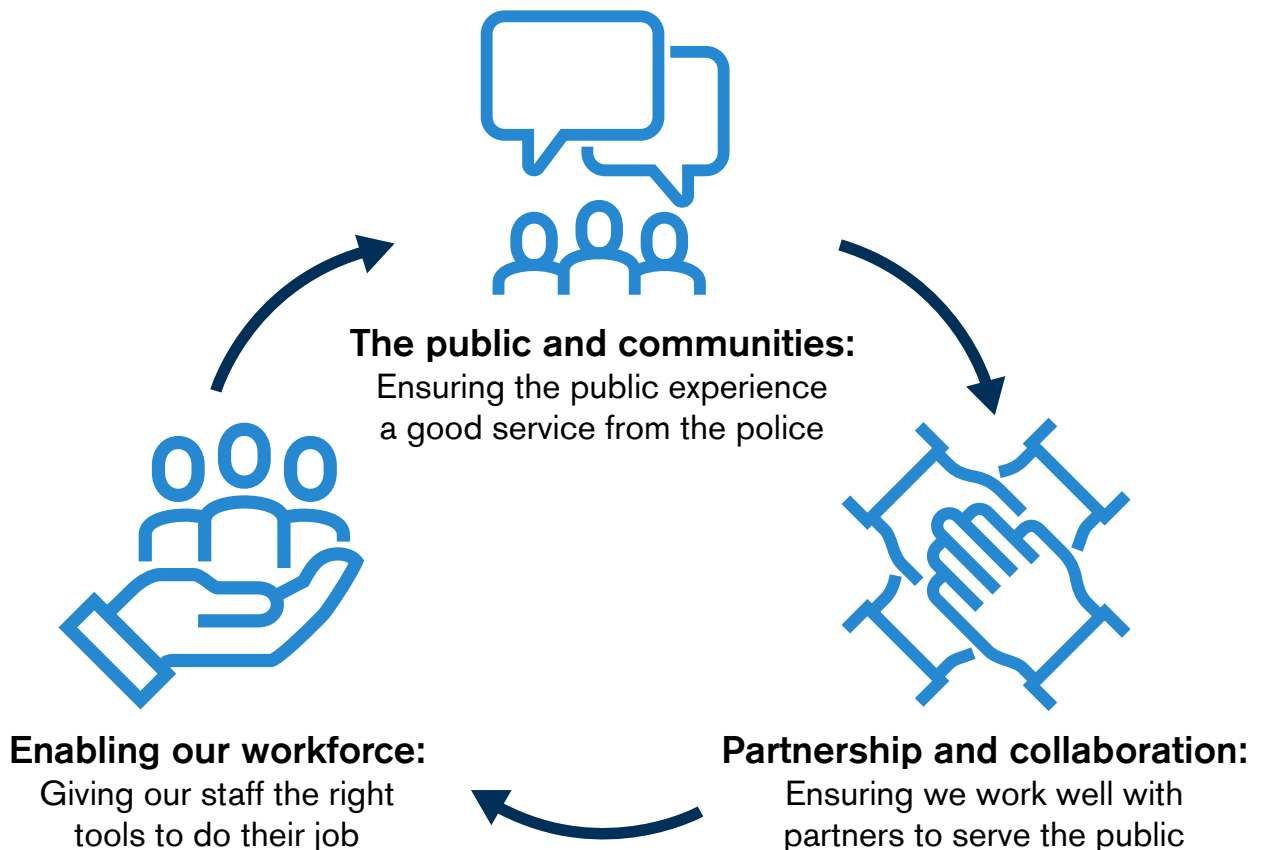
Demand, efficiency and improvement

We will harness technology to better manage, anticipate, monitor and plan for demand, improve our performance and deliver value for money. We will do this by:

- rationalising our systems – eliminating duplication, resource intensive and outdated systems and time-lost through double-keying. This will minimise the potential for human error and ensuring the systems that we have are fully integrated, fit for purpose and talk to one another
- having systems that support operational delivery. They will always be designed with a clear view of what we want them to achieve
- using technologies that are not location dependent and can be used remotely, minimising travel times and maximising response times
- automating and simplifying transactional processes and reducing paper-based work
- taking a strategic and whole system approach where possible, rather than introducing independent systems that only serve parts of our business
- investment in the right digital and technology solutions

The three strands

This strategy has three strands of work with clear objectives:



Underpinning these strands, we have a set of principles that will apply to any digital solutions we implement:

- Design around the user requirements, experiences and behaviours
- Present data to the user that they need to see, when they need it
- Enhance current and future business delivery
- Compliant with all relevant legislation
- Collaborative by design
- Easily accessible data by industry standard tools
- Intuitive to use – there should be a minimal/no training requirement
- Cloud compatible
- Device agnostic, i.e. we will use software that can be used on any technology we deploy
- Reduction in the need to duplicate input the same information to do different things

Strand 1: The public and our communities

Improving service delivery with increasing levels and complexity of demand can only be achieved with more effective digital tools to assist our officers and staff. Good digital tools also allow the force to carry out better investigative and prevention work, and ensure our service to the public is as good as it can be.

Digital tools will facilitate closer working across the various departments within the force and our collaborations with other police forces and partner agencies. As a result of this strategy, the public will see an increased level of visibility, as officers and staff are deployed efficiently and their time is spent less on paperwork and more on interacting with the public.

Technology has opened up new ways of interaction between organisations and its customers. It is right that the police service also embrace this technology to meet the expectations of the community that it serves. The public rightly have increased expectations about how and when they can access police services, driven by their experiences of accessing other public and commercial services. Our on-going digital transformation will see us continuing with our existing plans to provide more services at a time and in a way that meets those expectations. For instance, it is already possible to report crime and apply for a firearms licence on line, but we want to continue to expand these services and, in doing so, streamline the entire processes around these areas of work to improve quality and timeliness whilst still managing threats and risks and our support to the vulnerable. All of the services that we provide will be, without question, accessible by all, and intuitive to use.

The communities of Leicester, Leicestershire and Rutland pride themselves on their diverse make-up of people from all walks of life. It is important that as a police service, we can engage and communicate with our communities and the different demographics within those communities, to understand their concerns, priorities and build trusting relationships so that positive partnerships can be developed.

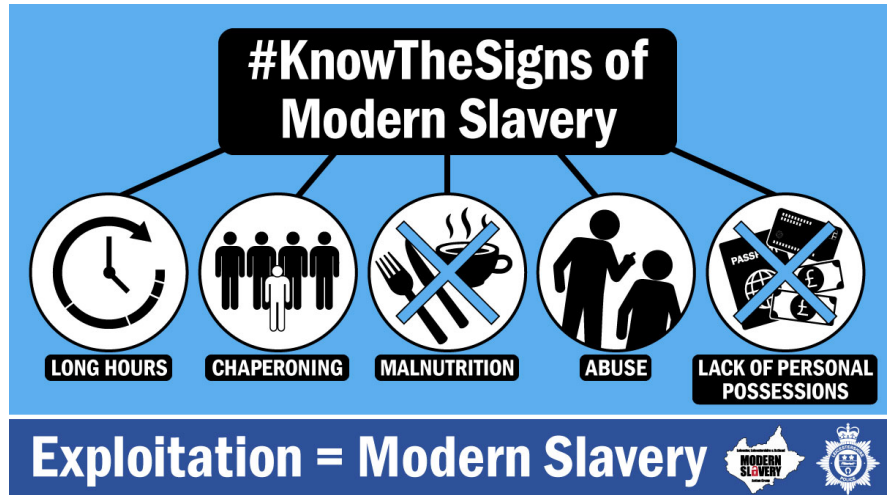
We will hold data, for policing reasons, securely, safely and share appropriately. We will build powerful and sophisticated analytical capabilities, using machine learning and artificial intelligence technology to identify patterns in harmful behaviours, review volumes of text, images and footage of relevance as part of the investigation process, assist in the review of criminality posing threats and risks within our communities.

Finally, with the rationalisation of current systems and new ways of working such as with cloud computing infrastructure, the police will be more cost effective. Less money will be spent on facilitation of large data stores, supporting out-dated systems and administration overheads and more will be used to directly support and maintain operational and investigation front line functions.

Strand 1: The public and our communities

The problem

Investigations are ever more complex, due to a change in crime types such as cybercrime, modern slavery, human exploitation, dark web etc. These changes are requiring officers to approach and investigate in different ways through significant volumes of items and data.



As online crime grows, intensifies and evolves in complexity, the police service requires the right digital capabilities to proactively and within an investigation, identify potential and linked entities to effectively build a holistic picture in building evidence.

- We are not reaching the full demographic of our community on channels that suit them.
- Digital services to the public can be complex to navigate.
- Self-service digital solutions are limited so that public cannot interact with the police on non-emergency issues at times to suit them.

Our objectives

- We will continue to introduce new services on Single Online Home, to ensure that our communities are better informed and have greater options for accessing police help and advice on platforms and at times that are convenient to them. This will include new functionality such as online crime reporting and tracking.
- We will build enhanced and useful campaigns pages to keep in touch with what's going on in and around our communities regarding policing.
- We will ensure Neighbourhood Alerts are deployed effectively and in a timely manner.
- We will develop the use of body worn video to aid effective statement capture.
- We will introduce the capability to digitally process and transfer case files for court, reducing the time it takes currently and ensuring that modern technology such as digital CCTV files are transferred efficiently.
- We will work to digitise and mobilise technology services for officers to use out and about so that they can be more visible/available in the community.

Strand 2: Enabling our workforce

One of the key aims of this strategy is to enable our workforce to carry out their job effectively by giving them the right digital tools. A key factor that determines a successful implementation of new digital services and capabilities is a good user experience, both in terms of usability and functionality.

Good digital technology will support our workforce to carry out their duties without unnecessary bureaucracy. It will reduce the amount of time spent carrying out manual, repetitive and duplicative tasks freeing up time and capacity to focus on policing priorities.

Future technology will enable our workforce to access the right information at the right time to inform decisions across a number of devices suited to their role. To do this, separate systems will need to be joined up. As time progresses, fewer, more flexible systems will be used so that fewer data silos exist and duplication is eliminated. We will deliver mobile-friendly and intuitive applications to our officers using cutting edge devices that enable effective policing in our communities.

Briefings will be modernised and delivered in a flexible manner so officers can see the latest intelligence and assessments in real time. These briefings will be able to be carried out in a number of ways either face to face or remotely across a number of devices. This will also enhance workforce flexibility and capability as staff will be able to understand the issues much quicker than ever before with real-time data.

Administrative processes that are necessary for good governance, decision making and risk management will be simplified as much as possible with digital tools. Current manual administrative processes such as overtime and expense claim forms will also be digitised and automated, streamlining these processes and reducing overheads.



Strand 2: Enabling our workforce

The problem

New technology has, in the past, led to:

- inefficiencies resulting from a requirement to use multiple systems to complete a single process
 - staff and officers not embracing digitised input as much as possible
 - an ever-increasing gap between what is in use versus the available up to date technology (in part, due to security constraints)
 - non-intuitive software leading to large abstractions for classroom-based training and the introduction of errors
 - officers spending a significant portion of their time travelling returning to stations to complete paperwork
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Our objectives

- We will work to digitise and mobilise technology services so that our workforce can complete their tasks efficiently and effectively wherever they are.
- We will build easy to interpret, data visualisation dashboards to enable effective policing and management of performance using Power BI, using systems where the data is checked for quality and accuracy.
- We will reduce the number of our business systems to save time and money in using and maintaining the technology.
- We will introduce new tools and services to improve communications and requests through a new intranet site, based on up to date technology.
- We will deliver intuitive interfaces, accessible to all officers and staff, including those requiring assistive capabilities, reducing abstractions and maximising front line visibility
- We will introduce fit for purpose Enterprise Resource Planning (ERP) software including greater self-service options for our staff, ensuring HR, payroll and training data need only be entered once into a single system, minimising errors, reducing administration, and that our officers and staff are deployed in an optimised manner, utilising the individual skills of our workforce effectively.
- We will utilise sophisticated analysis capabilities, data mining and data science tools to underpin investigations both of a cyber and of a traditional nature.

Strand 3: Facilitating partnerships and collaboration

Collaboration between the police and other agencies is crucial in the prevention of crime and safeguarding the vulnerable. To facilitate this, the ability to share information securely in a timely manner is essential. It is therefore important that any future digital services and capabilities are built with this in mind, so that they are suitable for the present and also the future.

Leicestershire Police also works in collaboration with a number of East Midlands forces to deliver vital business support and operational policing. These include teams such as the East Midlands Special Operations Unit (EMSOU), East Midlands Collaborative Human Resources Learning and Development (EMCHRS) and East Midlands Criminal Justice Service (EMCJS). All of these teams consist of officers and staff from forces across the East Midlands.



East Midlands Special Operations Unit



East Midlands Criminal Justice Service

The private sector also has its part to play in tackling crime and keeping the public safe. It should be easy to use knowledge from the private sector to inform our picture of threats facing our communities and to aid in crime investigation.

The problem

- Each regional force currently has its own digital platforms which can be a barrier to true collaboration. There is a need to work on documents and share information across collaborations no matter which organisation the individual is from.
- The identification of issues at an early stage can ensure that matters do not reoccur or escalate. A great deal of information to inform this sits with our partner organisations, but the sharing of data can be difficult due to infrastructure and the different systems and architecture which are currently being used by all organisations
- Our partners have experienced austerity cuts, along with us. Joined up services are at risk of being affected due to a reduction in resources

Strand 3: Facilitating partnerships and collaboration

Our objectives

- We will implement the national roll out of Microsoft Office 365 and ensure it is used effectively to facilitate collaboration across police forces and partner agencies.
- We will assess new systems based on how they can be used to interact with our partner agencies where appropriate.
- We will ensure that new capabilities are built on the basis of receiving shared data, processing it in a timely, non-bureaucratic way with no need for “double keying”
- By embracing a cloud strategy built by us, we will enable better and more effectively safe ways of sharing data with our partners, protecting the vulnerable, safeguarding victims and working across local, regional and national borders.
- We will effectively share information to proactively manage dangerous people and support vulnerable people. By sharing data more effectively, this will enable us to work as one team with our partners to adopt seamless and close working. At all times data sharing will conform to ethical and legislative frameworks.

