Accelerating the pace of Digital Transformation in Policing

A modern approach to ICT procurement

Digital Transformation

Digital Transformation (DT) **"The fundamental re-invention of an organisation enabled by Information & Communications Technology (ICT)",** is universally accepted as being an imperative for UK Policing.

Some progress has been made, but there is so much more that must be done, quickly.

The current CSR will provide capital funding and expect in return a more efficient and effective digitally enabled police service within three years.

The pace of DT is being hampered by a number of factors, including:

- Operational / tactical focus plus a lack of strategic planning
- Fragmented approach & lamentable progress of national programmes
- Immature ICT organisational capability
- Bureaucratic & risk averse culture (Inc. Procurement of ICT)
- Legacy debt & supplier control

The often cited lack of funding is not the central issue that many describe it as being. It is possible to do much more with available resources.

We must do things differently to accelerate the pace of DT, if we are to meet the new unprecedented demands!

ICT Procurement in Policing - PMO

CCS report "The overriding procurement policy requirement is that all public procurement must be based on value for money, defined as "the best mix of quality and effectiveness for the least outlay over the period of use of the goods or services bought". This should be achieved through competition, unless there are compelling reasons to the contrary."

According to the CCS, competitions can take up to 18 months! Utilisation of pre-developed Frameworks might reduce this by two thirds to 6 months, and forces can always act exceptionally and do Single Tender Actions (which have to be declared by PCCs).

Frameworks whilst offering a reduction in time (& direct costs) have an inherent problem, they are static, forces can only buy things that have been pre-defined
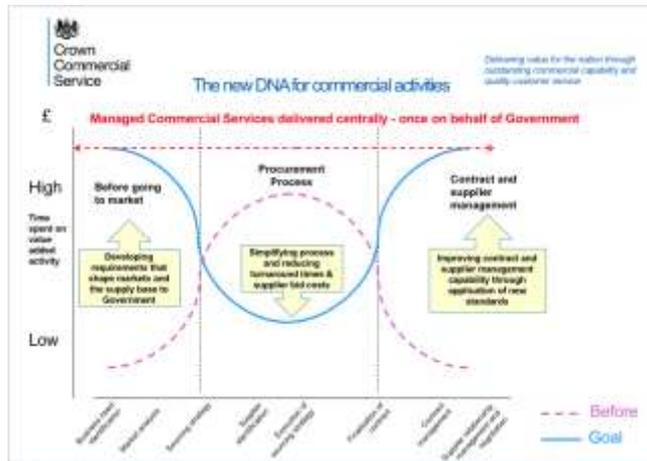
The current procurement approach when applied to policing creates problems:

- Labour intensive — > Expensive
- Time consuming — > Slow
- Waterfall — > Inflexible
- Focus on lowest price — > Not always provides best value
- Bureaucratic supplier's costs — > Increases
- Low risk tolerance — > Low innovation
- Repeated — > Wasteful
- Limited contract periods — > Nugatory effort
- Manual process — > Inefficient
- Local / Regional — > Limits cost reduction opportunities
- Tactical — > Not advancing Strategy
- Done by 'Procurement' — > Unintended outcomes

Work to aggregate demand, procuring regionally or nationally for Policing addresses some of the issues, but may introduce others e.g. responsiveness

Blue Light Commercial (BLC) will 'help' no doubt but it's focus remains on "Negotiating better deals with suppliers" and "Saving taxpayers' money".

ICT Procurement in Policing - FMO

The PMO of ICT procurement has served policing well in the past, but things have changed.

Acknowledging the new situation and opportunities, any alternative to the PMO needs to have the following characteristics:

- Outcomes rather than outputs
- Value (not just cost)
- Pace, Agility & Flexibility
- Stimulates innovation
- Delivers strategy
- Tolerates risk
- Recognises shift to 'As a Service'
- Remains compliant

As with all change, as important as the approach and processes, is the culture (*shared attitudes, beliefs, customs*) of the community.

Fortrus' DTF - a modern approach

Fortus have designed and (following an [OJEU competition](#)) been awarded sole supplier status for an ICT framework that can be exploited by the whole of the public sector.

The Fortus Digital Transformation Framework (FDTF) is unlike other frameworks for a number of reasons:

- It's flexible   - The solutions and suppliers available can be expanded quickly
- It's fast!   - Onboarding new suppliers and awarding contracts can be completed in days/weeks
- It works for police   - Giving clients choice (Direct Award or Mini competition)
- It's efficient and low cost   - Low effort avoids supplier's costs and is free to use for policing
- It avoids nugatory effort   - Contract awards can be for up to 10 years
- It's clear and simple   - There is only one supplier (Fortus) accountable for the multi-supplier outcomes
- It's different   - Delivered by digital experts with significant experience of policing
- It gives back to public service   - Some of the margin is given back to the NHS (via COCH) and policing (via Police ICT Co)
- Ensures lowest cost of G&S   - By working at scale when serving UK Policing. Allowing known and proven solutions to be re-used.

We describe the FDTF as a "Dynamic Framework"

- It delivers for forces, collaborations and/or UK policing, the full range on Digital Transformation outcomes at pace, with confidence.
- The FDTF is currently being widely utilised by the NHS and following the launch at the Police ICT summit in January 2020 is now being exploited by policing

Strategy & Maps

"If one does not know to which port one is sailing, no wind is favourable" - Seneca

Police forces are at different levels of maturity with their strategic ICT/Digital Planning and have made variable progress on their DT journeys

The Police ICT Co and the National Police Technology Council have co-developed and published the "National Digital Policing Strategy" which describes the 10 year strategy.

If the strategy describes the port, we must also have a map that plots the course from the present location to it.

The map does not exist yet, Fortrus has a nascent plan to create the map with and for policing that will allow them to exploit the FDTF to create deployable solutions for forces, collaborations or UK Policing.

We believe that the attributes of the FDTF will enable the pace of Digital Transformation for UK Policing to accelerate.

ICT Strategy & delivery responses

National Policing Digital Strategy

1. Data	We will unlock value from data while maintaining public trust. We will do this by improving national support and guidance on data management and drive convergence to a national data architecture model.
2. Strategic alignment and design	We will align around a national vision for police data and technology. This will be borne from the architectural principles we apply, and will guide our investments.
3. Modernised core technology	We will take every opportunity to reduce the complexity and cost of the legacy infrastructure as we modernise.
4. Connected technology	We will put the power of data and information in the hands of our officers and staff when and where they need it.
5. Risk and security	We will maintain public trust by securing our data and by applying a consistent, proportional approach to technology risk across policing.
6. Talent in data & technology	We will identify, develop, and position the next generation of data and technology talent required in our technology functions to help inform and enable our transformation.
7. Transforming the PoliceTech market	We will incentivise an open, vibrant PoliceTech market that drives value and innovation around real-world policing challenges in a responsible way.

FDTF Themes

- Cloud Migration
- Digital Asset & Evidence
- Control Room Modernisation
- Mobility & Remote
- Data Exchange / Information
- Digital Intelligence & Investigation
- Process Management & Automation
- ICT Value Optimisation
- Contactless Policing
- Forensics
- BI & Analytics
- ERP
- National Programmes delivery

These themes have been validated by key stakeholders.

In conjunction with Police ICT Co, we plan to hold a number of workshops to confirm which forces plan on deploying which of these and when. I.e. to create the map.

The outputs will inform plans for development of known and proven, reusable FDTF solutions.
The resultant map will improve the quality of the PCC's MTFP.

Fortrus & the Police ICT Co

- Following a collaboration agreement the Police ICT Co and Fortrus signed in 2019, the solutions and services available via the FDTF can be accessed via the Police ICT Co's proKura service.

- In the service of Policing, the Police ICT Co and Fortrus work together to communicate & market the FDTF to forces, to identify solutions, to onboard suppliers (as required) and to let contracts for the delivery of the DT outcomes needed by forces and/or national programmes.

- This arrangement has already delivered a number of valuable outcomes for policing, ranging from new deals on commonly used software, hardware required to support policing's response to the pandemic, support for the NEP and a major cloud migration project for a territorial force. The list of work in progress opportunities grows daily.

- Fortrus look forward to working with the Police ICT Co as they work with forces to implement changes to deliver the National Policing Digital Strategy.

Fortrus - policing expertise & experience

Rich Jones, Principal Consultant, Policing UK

Previously CIO of North Yorkshire Police. NPTC representative for CAID

Neil Roberts, Head of Public Sector

Previously CIO of Surrey & Sussex. Chair of the NPTC

Gareth Byrd, Chief Technology Officer

Previously CTO of multiple forces. Chair of the NPTC data standards group