DIGITAL SERVICES
STRATEGY
2018 – 2025

ADRAN
GWASANAETHAU DIGIDOL
DIGITAL SERVICES
DIVISION

Joint Digital Service Strategy: Introduction

Both Gwent and South Wales Police have been working closely on an informal basis over the last few years on digital projects, the most noteworthy being the shared introduction of mobile data to both forces.

The establishment of a Joint Digital Services Division (JDSD) to deliver a Joint Digital Service Strategy (JDSS) now gives both forces a real opportunity to develop and implement new ways of working and delivering policing to our communities.

The ongoing financial constraints on both organisations require increased productivity and efficiency (doing more and better for the same or lower costs). Therefore a key objective of this strategy is to ensure we are able to have the right people, at the right place and time with the right skills and tasking that ensures we deliver a policing service that gets it right first time.
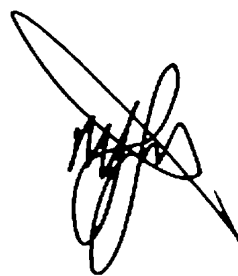
The primary focus of this JDSS is to ensure we provide an effective digital policing service for around 7,000 officers and staff and around 2 million members of the public across both Gwent and South Wales Police. This requires the development of the best possible technology experience to our users, when accessing or delivering policing services.

Both police services are committed to ensuring all of our people have the information technology they need to do their jobs at the point of need and that our communities are able to use a variety of digital channels to communicate with us, report crime and carry out routine transactions.

The technology ethos is that it will be intuitive, accessible, dependable and user focused. The user experience being at the centre of the decisions of our solution design with proactive and customer satisfaction measurement and continuous improvement.

This JDSS sets out the joint digital vision and its implications for both organisations. The JDSD will pursue a single unified programme of work (this is currently Programme Fusion) under the governance of the Joint Strategic Board, to ensure a coordinated commissioning of work streams in respect of digital policing.

Both forces will actively commit to convergence in respect of information technology architecture, systems and processes that will also be compatible with the strategic agenda set by the All Wales Collaboration Board and / or the National Police Chief Council (NPCC).

Matt Jukes
Chief Constable
South Wales Police

Julian Williams
Chief Constable
Gwent Police

Part One: Background

Role of Digital Policing

Technology is now increasingly important for the delivery of policing services.

Ninety-three per cent of the UK population own or use a mobile phone (71 per cent being a smart phone) and 80 per cent of adults in the UK have access to broadband. More of our customers expect digital channels that allow them to communicate with us on a routine basis, they are ready to engage with us in new ways.

Our approach will be to provide the best affordable technology to our workforce with effective engagement with the Force Staff, Officers, businesses and the public. We will achieve this by adopting a set of well-defined ways of working, supported by clear principles, standards and behaviours.

Achievements

The past two years have seen a radical transformation in both Force's delivery of Digital Policing.

- **Mobile Data** - We have supplied mobile data devices that have increased the information available to officers, allowed applications to be accessed whilst on patrol and reduced the amount of time they have needed to spend in police stations.

- **Body Worn Video** - We have introduced Body Worn Video cameras to all operational officers and established a Photoware\ Digital Evidence Management platform to securely store and manage evidential data (DEMs).

- **Fixed, Flexible, Field** - In support of the South Wales Police Estates Strategy we have completed phase 1 of the rollout of the fixed, flexible, field concept including the issue of 500 laptops.

- **Intranet and Internet** - We have deployed both new internet and intranet platforms.

- **Facial Recognition** - South Wales Police are the first Force in the UK to introduce Facial Recognition capabilities.

- **Niche** - Both Forces have collaborated extensively with each other on the continuing development of Niche, our Police records management system

- **Control Works** - South Wales Police have introduced ControlWorks to their Police Contact Centre and Control Room to speed up the decision making process for call handlers and improve response times to incidents.

- **FIRMS** - Both Forces have introduced and developed the bespoke FIRMS business system that integrates HR, Finance, Payroll, Training and Rota Management.
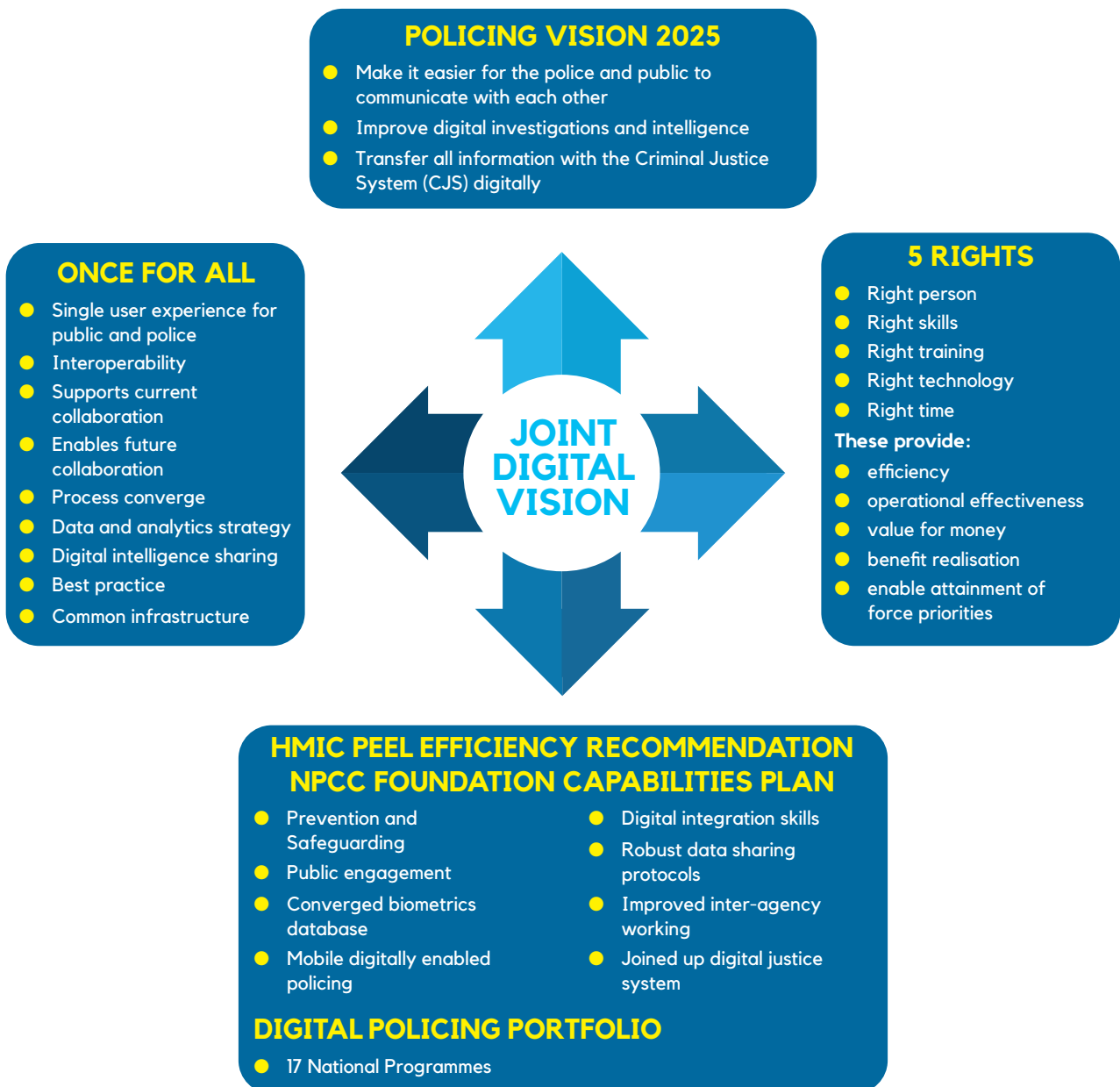
Part Two:
Joint Digital Services Vision

To increase the productivity and efficiency of both forces by delivering high quality digitally enabled policing services that safeguard the citizens across Gwent and South Wales Police.

In formulating the joint digital vision we have ensured alignment with the objectives of the National Policing Vision 2025, the Digital Policing Portfolio and the NPCC's Digital Foundation Capabilities Plan, as well as the Forces' agreed principles of developing a digital infrastructure and services on a Once for All basis and the 5 Rights objectives within the Productivity and Efficiency Strategy.

This is illustrated in the diagram below.

POLICING VISION 2025
- Make it easier for the police and public to communicate with each other
- Improve digital investigations and intelligence
- Transfer all information with the Criminal Justice System (CJS) digitally

ONCE FOR ALL
- Single user experience for public and police
- Interoperability
- Supports current collaboration
- Enables future collaboration
- Process converge
- Data and analytics strategy
- Digital intelligence sharing
- Best practice
- Common infrastructure

JOINT DIGITAL VISION

5 RIGHTS
- Right person
- Right skills
- Right training
- Right technology
- Right time

These provide:
- efficiency
- operational effectiveness
- value for money
- benefit realisation
- enable attainment of force priorities

HMIC PEEL EFFICIENCY RECOMMENDATION
NPCC FOUNDATION CAPABILITIES PLAN
- Prevention and Safeguarding
- Public engagement
- Converged biometrics database
- Mobile digitally enabled policing
- Digital integration skills
- Robust data sharing protocols
- Improved inter-agency working
- Joined up digital justice system

DIGITAL POLICING PORTFOLIO
- 17 National Programmes

The Policing Vision 2025's core digital objectives are **to make it easier and more consistent for the public to make digital contact; to improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system.**

The Digital Policing Portfolio (DPP) is a national delivery organisation that supports the evolution of policing, enabling forces to respond and adapt to the increasingly digital world we live in. The DPP is responsible for delivering the Policing Vision 2025 by developing nationally consistent services and capabilities enabled by technology. The solutions developed will enable forces to meet the changing demands of the public, more effectively prevent and investigate crime and better handle digital evidence.

The services and capabilities that are being developed by the three key national programmes are:

1. **Digital Public Contact (DPC)** - will provide a simple, well known and reliable digital contact service between the public and the police that ensures the public are informed and digitally enabled. The DPC will allow for the reporting and tracking online – helping to improve the police response and quality of victim support.

2. **Digital Intelligence and Investigation (DII)** - enabling 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; and by building and maintaining capabilities in the fast moving digital environment.

3. **Digital First (DF)** - integrating digitised policing into the reformed Criminal Justice System, delivering the best service to the public by providing all case file information and evidence, including multimedia, relevant to a criminal prosecution, digitally captured, stored and secured once in a chain of evidential integrity.

The NPCC's Digital Foundation Capabilities Plan breaks down the Policing Vision's requirement into 10 key deliverables:

1. Monitoring, response and remediation capability in relation to Cyber threats.

2. Enhanced digital relationship with the public, through a range of public-focused, user-friendly channels.

3. Improved mobile communication system between all emergency services, (including voice communication and data broadband) which allows more flexible, capable and affordable communications than is currently available.

4. Technically converged biometrics database (instead of the current siloed capabilities) which provides enhanced biometrics capabilities.

5. Mobile digitally-enabled policing, with officers and staff able to provide increased productivity due to simplification of policing/ business processes that are supported by technology. Therefore providing an improved service to the public through efficiency savings.

6. The digital prevention and investigation skills and capabilities set out in the National Digital Intelligence and Investigation Target Model.

7. Technology which enables the effective management, access and sharing of data with agencies and security partners to prevent, pursue, prepare and protect against traditional and emerging crime.

8. Access to a cohesive, comprehensive source of current, joined-up information, at the point of need, enabling the prevention of crime and enhanced safeguarding of the public.

9. Advanced productivity services to establish a technology platform that delivers productivity benefits (such as email and file-sharing), with simplicity of access (single login) to networks and applications, enabling joint working and digital engagement with the public.

10. A digital justice system which enables evidence to be collated into a single digital case file and securely transferred to all CJS partners.

Both Forces have agreed on 5 'once for all' principles for future development and delivery of services that will facilitate collaboration with other forces who share this vision and the new ways of working to ensure the sharing of best practice and avoid reinvention costs:

1. Single user experience for the public and police providers. Each officer and staff member in both Forces will access devices and systems in the same way and have a single user experience. This will be replicated for members of the public that contact either Force, the look, feel and functionality of interaction will be identical.

2. Interoperability that is seamless for officers and staff from either Force anywhere in each Force's area. The infrastructure will be developed to enhance the work within joint units by enabling sharing of data on resources, demand, tasking visibility as well cross border intelligence.

3. Enables Future wider collaboration through the adoption of the common systems processes and technology developed within this strategy. The benefits driven collaboration between Gwent and South Wales Police has shown that by adopting a single way of working services can improve and costs

reduce and provided the technology infrastructure and architecture are open and best in class.

4. Process convergence that will ensure that both Forces review current operating and response models with a view to maximising the benefits offered by digital services and adopt and then converge to the new processes, devices, software and systems. Thus allowing greater process efficiency and reductions in digital supply costs around procurement and development of devices and systems.

5. Joint Data and Analytics Strategy that will improve intelligence and across forces and enable predictive deployment to deter prevent crime.

This Joint Digital Services Strategy is critical to the success of the right first time – **Productivity and Efficiency Strategy** which seeks to ensure:

- The Right Person
- At the Right Place and Time
- Doing the Right tasks
- With Right Technology and
- Right Skills

The significant investment being made by both forces will have to deliver a more effective overall service to our communities in order to be sustainable.

The infographic below clearly identifies the number of interdependencies that are required to be addressed to realise the Digital Services Vision of high quality digitally enabled policing service that safeguard the citizen
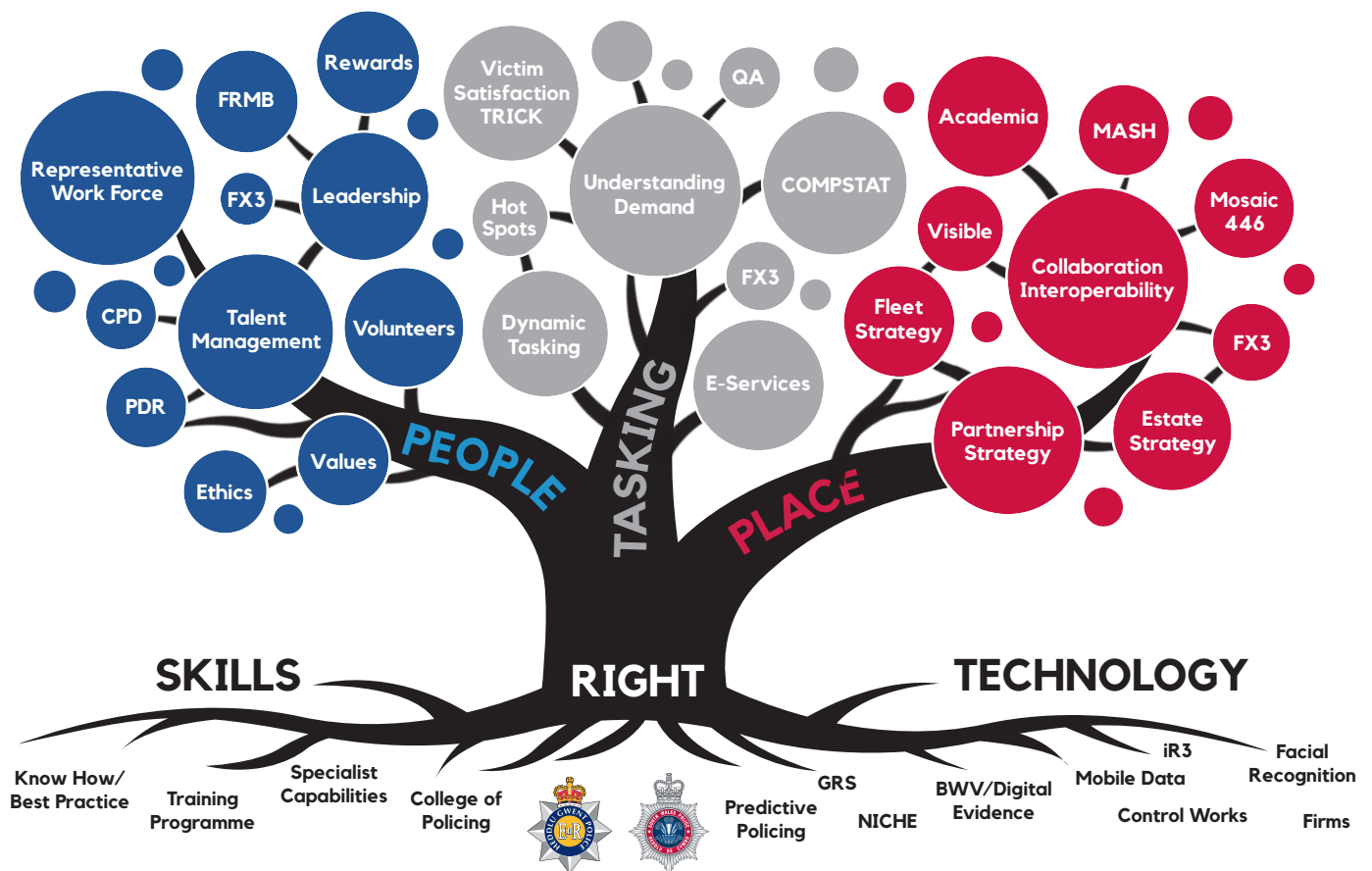
1. **Right Person** - We will use the technology to better match the capabilities of the person to the role and tasks to be undertaken, this will improve resilience and well-being.

2. **Right Place and Time** - the Fully Integrated Resource Management System (FIRMS) with operational systems of command and control and records management (NICHE) will enable improved rostering and placement of resources ideally with predicative capability to prevent and deter crime and anti-social behaviour.

3. **Doing the Right Tasks** - requires allocating tasks dynamically throughout the day with intelligence and briefings at the point of need which will significantly enhance a policing response.

4. **Right Technology** - which must adhere to the ethos that it will be intuitive, accessible, dependable and user focused. The user experience being at the centre of the decisions of the solution design with embedded continuous improvement.

5. **Right Skills** - through detailed analysis of the cumulative data on incidents and response we will be able to anticipate the greatest demand on our capabilities and shape the training needs analysis to provide a highly skilled workforce to meet the diverse challenges that policing provides.
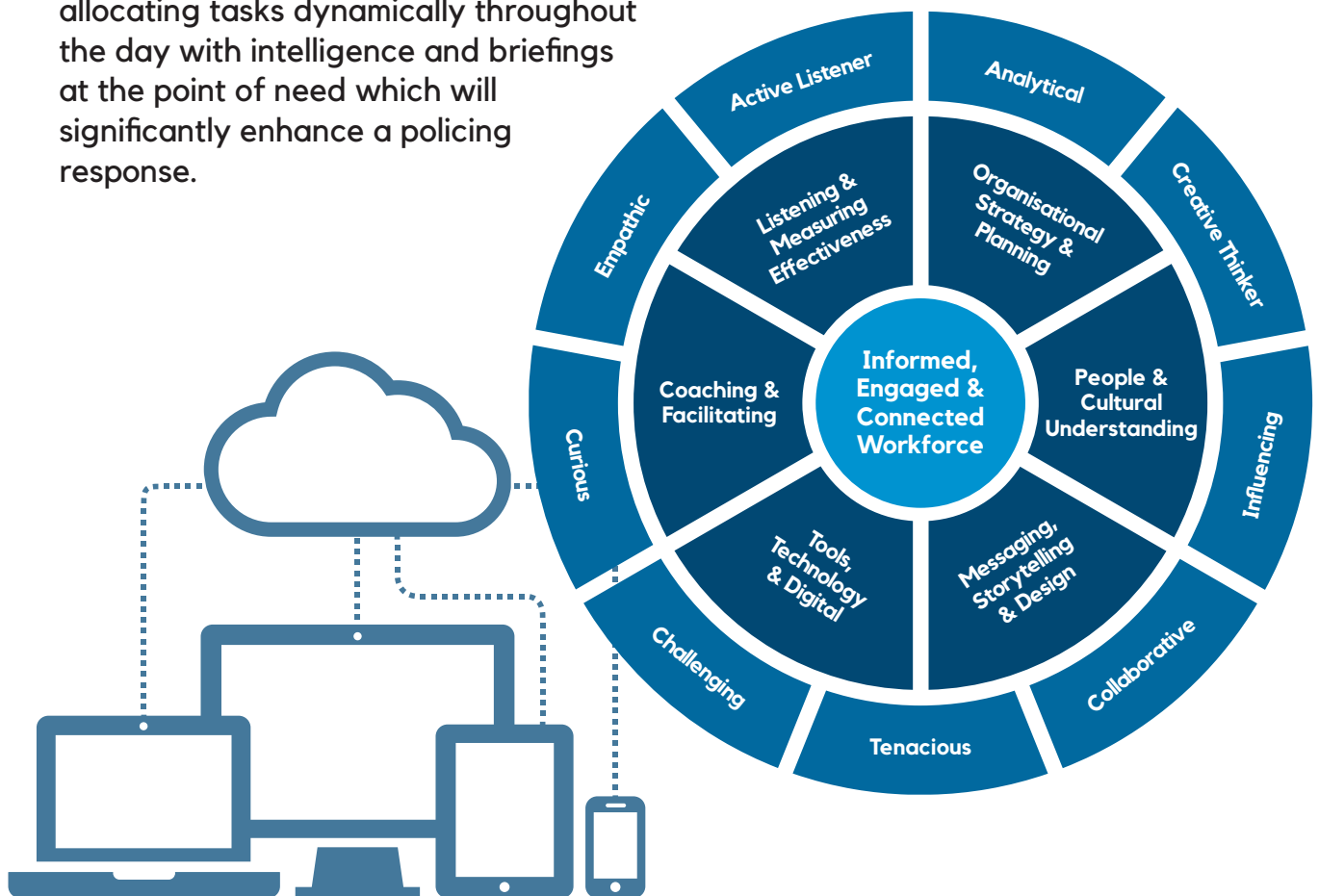
Part Three:
Digital Policing Principles & Standards

Principles

We have defined a set of principles that will guide the forward development of Digital Policing. By adhering to these principles we can ensure consistency in approach and that technology is delivered to a common strategic direction.

- Technology is implemented to Policing, Government and open industry standards, employing best practice.

- We will select solutions and technologies where a 'healthy' competitive market exists, where 'choice' and flexible solution options are readily available in the market.

- Changes to application and technology landscape are only made in response to business needs except for cases of technical obsolescence.

- We will assure continuity for enterprise operations.

- Applications are intuitive and easy to use. Applications will be built with 'defence in depth' employing different security technologies and techniques.

- We will work with partners from the National Cyber Security Centre to continually improve security.

- We will adopt a 'cloud first' principle.

- We will reduce the number of suppliers and consolidate solutions.

- Where appropriate, we will re-use existing police, government or other available public sector common platforms, such as those provided by the Government Digital Service, the Home Office or the Police ICT Company.

Standards

Standards ensure that technology solutions are built on a solid basis of industry and partner best practice and thereby assure that they are viable and fit for purpose. Adherence to standards enables simpler integrations with our partners and assures that the security and resilience of solutions is at the forefront of design activity.

Our standards will be managed and monitored by SRS and South Wales Police ICT:

- Infrastructure Standards, to assure resilience.

- Information Standards, to improve information quality.

- End-User Standards, to drive app ease of use.

- Security Standards, to assure protection of our assets.

- National/Partner Standards, to facilitate integration.

Part Four:
The Transformation Journey

Reduced Demand

Public Engagement → **Demand Analysis**

Collaboration

Partner Collaboration

Empowered People ← **Digital Devices**

Policing Model → **Productive Working** ← **Digital Evidence**

Case Management

Digital Policing Objectives

- Fully integrate Digital Policing into the way both Forces do business.
- Improve efficiency by targeting waste to release capacity and improve value for money.
- Maintain services whilst being responsive to technological changes and digitally innovative with continuous improvements to enable enhancements to the services provided to both Forces.
- Develop and enable our people to be digitally aware, resourced, trained and effective to deliver Digital Policing services.

Reduced Demand

Both Forces place prevention at the forefront of our policing strategies, with a focus on reducing victimisation, offending and harm.

- We will transform how people contact us, making more use of digital channels in order to improve the service we deliver, as well as better understanding and managing how demand flows through the organisation.
- We will better manage internal demand, as well as public demand, using new technology to drive out unnecessary paperwork, reduce bureaucracy and make it easier to interact with one another.

Collaboration

- We will take a team-based, multi-agency approach to protect the most vulnerable people in our society. This will involve partnering with emergency services, local authorities, charities and the third sector to ensure that the organisation best placed to respond to an issue is able to do so.

Empowered people

- We will create an inclusive and supportive culture, and get more 'right first time'.
- Our leaders will focus more on building team effectiveness to improve performance and less on oversight and checking.
- Officers and staff will be able to make more decisions themselves, with greater emphasis on self-development and on the job coaching to improve the capability of our people.

Productive working

- We will restructure frontline policing to operate at greater scale, improving processes and reducing handovers to increase productivity.
- We will become increasingly mobile, using technology to allow our people to access information quickly, whenever and wherever they need it. We will empower officers to make quicker decisions, closer to the frontline.

Part Five:
What We Will Deliver;
The Enabling Technologies

Enabling Technologies

The technologies that will enable transformation are divided into four themes:

1. **Digital Engagement;**
   - ◆ Delivering according to the programme plans, post-full business case.
   - ◆ Transactions achievable digitally.
   - ◆ Transactions carried out by the public digitally

2. **Digital Police;**
   - ◆ Delivering according to the plan.
   - ◆ Rollout of digital devices to officers.
   - ◆ Reduction in administrative (back at base) hours.

3. **Information Driven Policing;**
   - ◆ Systems accessed for person searches.
   - ◆ Compliance with the principles of management of police information.

4. **And Durable Infrastructure.**
   - ◆ Operational system availability.
   - ◆ Incident and problem trends on the estate.
   - ◆ Cost per user.

A detailed list of work packages emanating from these themes is provided as Appendix one.

These infrastructure improvements will contribute to our drive to reduce unit costs both in technology infrastructure and in estate. If we are to control our IT estate costs and ensure successful support and delivery, we will need to prioritise these requests. We will need to work with the business to take hard decisions in this area

Part Six: Leadership and Governance

Leadership

The Joint Digital Services Division has a new permanent Senior Management team, which is committed to transforming the way technology is delivered. It has set out some key principles:

- All our people will have the opportunity to help shape the future of Digital Policing.

- We will set out a clear vision and key objectives, and ensure that we communicate them to all staff.

- Our staff will feel valued and understand the importance of the work they do, and how they contribute to the success of both Forces.

- We will put the end user at the heart of our work, balancing the need for standardisation with the needs of individual user groups.

- When building or procuring new technology, we will ensure that we have a thorough understanding of user needs and work with all stakeholders throughout the technology lifecycle.

- Our projects will be reviewed for user focus and we will ensure that our products are intuitive, easy to use and reliable.

- For external digital services, we will engage with members of the public so that our services can be readily accessed.

- We will establish a regular user forum where we will present plans and showcase new technologies.

- We will regularly ask our users what they think, through surveys and face-to-face events and respond to comments and feedback in a timely and respectful manner.

Governance

The joint Digital Services Strategic Board will have responsibility for governance and oversight of the division's programme and will be jointly chaired by an NPCC Chief Officer from both Heddlu Gwent and South Wales Police. This will be supported by a formal silver and bronze governance structure with representatives from both Forces, as well as ICT and SRS.

JOINT GOVERNANCE

STRATEGIC BOARD

- Frequency: Quarterly
- Co-Chairs: DCC Gwent and DCC SWP
- Members: CFO Gwent, CFO SWP, Digital Services Superintendent and Programme Manager

PROGRAMME BOARD

- Frequency: Monthly
- Co-Chairs: CFO Gwent and CFO SWP
- Members: C/Supt. Corporate Services Gwent & SWP, Digital Services Superintendent and Programme Manager, Head od SWP ICT, Head of SRS.

PROJECT BOARDS

- Frequency: Monthly
- Co-Chairs: Project Specific
- Members: Project Specific

The overall approach to the joint governance of Digital Services is detailed in the schematic. Day to day governance will be achieved by the Digital Services Command Team who will have responsibility for the timely progression of the programme's various work streams.

Governance Principles

- True Partnership and influence
- Commitment to converge systems and business processes
- Outcomes focussed Annual prioritised work plan
- Customer focussed
- Clear deliverables properly resourced and supported by both partners
- Realistic Timescales
- Agile and Responsive
- Benefits Realisation and Value For Money indicators and measurement
- Fair Contributions
- Sustainable long term funding
- Programme management disciplines with:
  - Uncertainty and Issues Registers at the core
  - Clear direction and co-ordination
  - Operational and strategic alignment with both organisations change programmes
  - Clear escalation and resolution pathways
  - Joint Teams working seamlessly

- Clear security protocols and lines of accountability
  - SIRO
  - FISO
  - GDPR
  - FOI
  - Disaster Prevention and Recovery

Financial Management

Cost information will be transparent and easier to benchmark. We will:

- Make it clear what our key budgetary commitments are and ensure these are communicated to our stakeholders.
- Manage expenditure across Digital Policing and continue with cost reduction and cost control as a key criterion for decision making.
- Continue to track and actively manager supplier contracts, working closely with SRS, South Wales Police ICT and Procurement colleagues.

People and Structure

Underpinning the delivery of this strategy are the digital skills and capabilities of our people. Digital Policing delivers through its people and we need a clear people strategy to help us attract, develop and retain the right people. The objectives of the people strategy are as follows:

- To reduce the reliance on contractors.
- To support the IT professionalism of our staff.
- To create a productive work environment that is recognised externally for the delivery of digital services that impact on our policing strategy.

We must focus on recruiting the right people, aligned to the work at the right time. This involves ensuring that we have the correct balance between generalist and specialist skill sets and experience within Digital Policing. We need to ensure that we have the necessary skills to challenge our suppliers to deliver the very best.

To achieve our strategic aims and respond effectively to changes within Digital Policing we must be committed to the continuous development of our people. We want to maximise the potential of staff, this includes ensuring that they have the opportunity and support to achieve their career ambitions. We will adopt a broad range of initiatives aimed at attracting, developing and retaining staff. Here are some key ones that have been identified:

- Mentoring and Shadowing
- Professional Training
- Graduate Programme and Apprenticeships
- Professional Body Membership
- Working with Industry Experts
- Secondments and Loans

Sourcing

We will always look to use existing public sector frameworks and will work with our collaborative Procurement unit experts to leverage procurement expertise. We will use the government digital marketplace and recognise its important role in public sector technology procurement. Using these contractual frameworks we can benefit from cost savings achieved through wider public sector buying power and economies of scale. We should also be able to reduce the duration of our procurements.

Reporting and Metrics

Monitoring will be based on three perspectives, as follows:

1. How we are delivering technology with reference to business and technology plans.

2. The progress that is being made in achieving technology objectives.

3. The operational effectiveness of our technology solutions.

Summary & Key Messages

- This strategy sets out the approach that Digital Policing will take regarding technology.

- Information is the lifeblood of a modern police service. Digital Policing will make a significant investment in understanding our information and using this understanding to better capture, manage, utilise and distribute this information.

- Digital technology offers exciting opportunities to help officers be more responsive, effective and efficient. We will deploy new technologies as we identify the benefits that they can realise.

- It is important our technology remains right for our customers. To this end, we will continually innovate and look to deploy new technologies that meet specific business needs.

- Both Forces continue to face financial and budget constraints. Digital Policing will work within these constraints and work with operational colleagues to make key decisions on expenditure. Operational units will need to own and drive these decisions, and support Digital Policing to do more with the resources available.

Taking the Strategy Forward

- This Digital Service strategy will be translated into an annual business plan for Digital Policing. Producing annual business plans allow us to communicate Digital Policing's long-term strategic aims whilst still being responsive to change. The purpose of the business plan is to deliver the concepts set out in this Strategy.

- There will be strategy roadshows that communicate the Strategy to a wider audience and to our key stakeholders.

- Key pieces of work will either become projects or be assigned to teams to conduct as part of business as usual. Owners will be appointed for work and there will be clear accountability for delivery.

- Sub-strategies will be produced that fit together with the Digital Policing Strategy. They will cover emerging areas of Digital Strategy in more detail.

- This Strategy will be owned by the Joint Gwent Police and South Wales Police Chief Officer's Digital Policing Board and managed on an ongoing basis by the Digital Services Division team with the first full review in December 2018.

The development and transition work will be challenging, but the end goal is important — great technology for our customers. The JDSU is full of talented and dedicated professionals, who share a drive and determination to transform our digital services in line with the needs of the business. Over the last two years we have increased the pace of change, and we will need to move even faster. We will deliver, and keep delivering, the right new technology for our users and ensure that we establish sound principles to support the wider objectives of both Forces.

Appendix One: Enabling Technologies Work Packages

1. Digital Engagement

To meet the public expectations to engage with their service providers digitally and when on the move and help us to be a more visible and accessible to facilitate the building of community partnerships we will:

- Provide the public with digital channels and applications that are responsive to their chosen device (desktop, tablet, mobile) and provide a mechanism to report non-emergency crime and information about service-wide and local events.
- Support online reporting as well as 'live chat' for more interactive situations.
- Provide platforms that allows our officers and staff to identify trending local issues and engage with the public over social media.
- Provide the ability to digitally initiate and progress common, high-volume transactions such as collision reports and firearms applications.

2. Digital Police

To help officers better serve the public we must provide them with the tools they need, usable in the variety of situations in which our officers operate.

- We will ensure that solutions support the needs of all our officers and staff and are tailored to their roles;
  - ◆ Fixed (specified location officers and staff),
  - ◆ Field (front line officers and staff) and
  - ◆ Flexible (specialist officers and staff needing to work in operational and office environments).

- We will select from the most appropriate operating systems capable of meeting our needs for application functionality, security and device management.
- We will continue to deploy ANPR for vehicle identification.
- We will enable easier access to digital data sources, such as CCTV. This will allow more effective prevention and response to crime
- We will harmonise Body Worn Video, supporting the direct capture of evidence and driving a greater degree of transparency and public confidence.
- We will implement solutions that exploit a range of device sizes (e.g. mobiles, laptops, wearables).
- We will take a layered approach to solutions; considering the applications, operating system, device size, device management and support infrastructure separately.
- We will enhance our deployment of facial recognition and other biometric technologies to ensure improved identification and tracking of people of interest
- The 'digital officer' will be better equipped to identify and pursue the most harmful criminals.

3. Information Driven Policing

Policing is fundamentally supported by the gathering, organising and presenting of information. Information Driven Policing accepts this and provides us with the structures, techniques and tools to fully exploit the information that it gathers and generates.

- We will share operational data with blue-light partners to improve the effectiveness of response and operating efficiency.

- We will introduce mechanisms to reliably retain, index and associate to the digital assets generated through our activities (e.g. Body Worn Video) and that of the general public (e.g. video upload).

- As our information base improves, a predictive analysis solution has the potential to compile intelligence and identify crime patterns.

- We will understand and utilise new technology and existing opportunities to improve our ability to gather intelligence.

- We will work with criminal justice partners to utilise digital means to improve efficiency, provide value for money and enhance our effectiveness

4. Durable Technology Infrastructure

To reduce the complexity of development and service delivery, we need a standard, durable and secure technology infrastructure. Our aim is to build a in infrastructure that is fit for at least the next five years. We recognise technology is moving quickly, so we will deploy an infrastructure that is designed around where we will be in the future rather than just where we are now and this will be driven by our Estates Strategies in both Forces.

- We will provide scalable infrastructure that can flex to the demands of the service, decreasing the time needed to deploy the infrastructure that supports the roll out of new services.

- We will adopt public cloud offerings as part of our 'Cloud First' principle. Where we need specialised services, we will utilise virtual private cloud, and similar technologies, to provide consolidated, virtualised, commoditised infrastructure.

- We will, of course, only use public cloud where we are sure we can meet our obligations under the Data Protection Act and the General data Protection Regulation (coming into force in 2018), and where we are satisfied that the very best in commercial security is applied.

- Our cloud approach will also allow us to more easily deliver applications via the Internet, opening up a range of possibilities for remote and mobile working

- We will deploy Microsoft Office 365 (with its support for mobile workers) as the core office productivity platform, utilising Office, the Skype for Business instant messenger and video conferencing tool, and other tools for collaboration.

- We will provide corporate Wi-Fi at all main stations and offices, and will configure our devices (laptops and smart phones) to automatically attach to this Wi-Fi when in proximity

- We will provide guest Wi-Fi within stations and offices, for use by permitted visitors, suppliers and partners. We will use Gov Wi-Fi 4, which will allow our visitors to use the same Wi-Fi authentication in a variety of public sector buildings.

- We will continue to deploy a docking and charging infrastructure to support the use of Body Worn Video. This infrastructure will recharge the devices while their content is downloaded and retained within our digital asset system.

- We will put in new network links for our property estate. These links will be modern and run at a higher capacity than our previous links by having more available bandwidth, we will allow key functionality to work more effectively, including Wi-Fi, internet traffic, video streaming, body worn video, uploads and general application use.

- We commit to review our internet access policies and our officers and staff will be able to access the websites that they need to do their job

- As we increasingly exploit audio, video, still image and other complex content types (as well as data from digital maps and connected devices) we will generally strengthen our infrastructure. Networks, both wired and wireless, will need greater capacity and resilience to handle the very large amounts of data generated by these technologies and we will need to design simple, integrated platforms that will allow us to retain and provide reliable access to this content.

- These infrastructure improvements will contribute to our drive to reduce unit costs both in technology infrastructure and in estate. If we are to control our IT estate costs and ensure successful support and delivery, we will need to prioritise these requests. We will need to work with the business to take hard decisions in this area

Notes: