



HEDDLU
GOGLEDD CYMRU
NORTH WALES
POLICE

Response Date: 28/04/2025

2025/456 - IT strategy document

In response to your recent request for information regarding;

A pdf of NWP IT strategy document, or what-ever it is actually named. And also a pdf copy of NWP digital strategy or something of a familiar name.

Please find attached IT Strategy document and the Digital Strategy.

We are currently updating our digital strategy in line with the newly published National Digital 2030 strategy.

THIS INFORMATION HAS BEEN PROVIDED IN RESPONSE TO A REQUEST
UNDER THE FREEDOM OF INFORMATION ACT 2000, AND IS CORRECT AS AT 23/04/2025

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NORTH WALES POLICE
A safer North Wales

IT Strategy

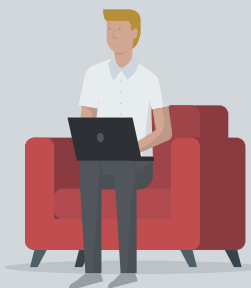
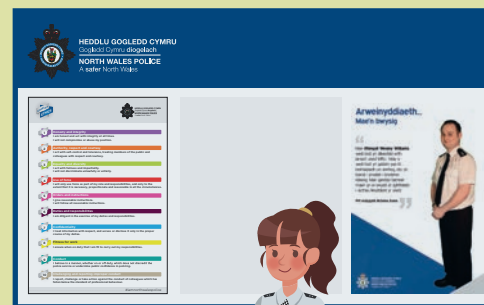
Technology enabling digital transformation

ALLOWING CITIZENS TO CHOOSE HOW THEY ENGAGE



Choice to suit the individual

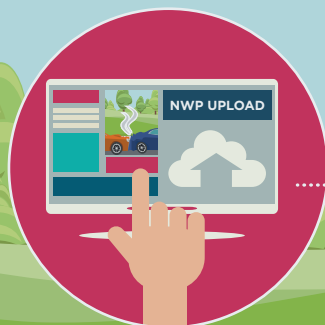
PROVIDING A DIGITAL WORKPLACE



North Wales Police IT

the workplace is no longer just the station

We will provide technology solutions to support our teams in fighting crime and safeguarding our communities



Power of data



Working cooperatively with others

CAPTURING AND SHARING INFORMATION DIGITALLY

SUPPORTING COLLABORATION

Introduction

The Force 10 year Strategy has recently been defined to set out how North Wales Police will face the demands and challenges set out in the NPCC 2025 Vision and the local Police and Crime Plan produced by the Police and Crime Commissioner. The operational and financial challenges at a national, regional and local level continue to evolve and require careful consideration in terms of approach and delivery of services to ultimately achieve a safer North Wales.

Key requirements of the IT service have been identified to support the delivery of the long term Force objectives. Enabling the exploitation of the latest developments in digital technology will be critical and the IT strategy must play a part in working with the other support services to deliver the right equipment to our workforce in modern, fit for purpose buildings through an ethical and environmentally friendly framework. IT solutions that provide access to up to date, accurate data to aid decision making will be important in an environment where understanding demand and performance is paramount.

Technology will also play a major part in how we engage with our communities to build and maintain positive relationships and to enable the sharing of information digitally wherever possible. By focussing on the citizen experience as well as that of the workforce, digital change supported by enabling technology has the potential to transform services.

Force Strategic Aims



Business Context

It is important that the IT strategy isn't defined in isolation and that there is synergy with the overall Force strategy in order to ensure that it supports the achievement of the overall objectives of the organisation. The IT Strategy will be a key enabler for the delivery of what is set out in the future Digital Business Strategy and also requirements driven by the national programmes. In order to remain relevant and fit for purpose, the IT strategy will continue to evolve and play a critical role in policing.

There are strong links with all other strategies including estates, finance and HR as the departments work together to collectively deliver modern, flexible work environments with facilities and infrastructure that allow our staff to work more effectively in the digital age. This agenda of workforce modernisation will be a critical lever for achieving the force objectives, and IT will play a significant part in this. Links to operational strategies will be key to ensuing overall synchronisation and successful delivery of the Force 10 Year Strategy.

The National Policing landscape will also be really important in terms of defining technological change and opportunities to move towards increasing digitisation. Within the digital policing arm of the NPCC vision, there are a number of programmes that can be grouped into four categories.

Digital Policing Programmes

- Digital Policing Portfolio
- Home Office Programmes
- Police Enabling Programmes
- Other Police Programmes



The programmes inform the IT strategy and will drive both mandatory and optional change both within local forces and nationally. The IT strategy will act as an enabler for the delivery of the national programme within NWP. The Force will determine which elements of the national programmes will be implemented on a must, should, could basis and this will, in turn, determine what will be required in terms of IT change. This will then need to be planned and resourced accordingly in conjunction with the Corporate Programme Office who will retain overall ownership of the work and any associated business change. The full scope of the National Digital Policing Programme is shown in the diagram in the Appendix.



Value for Money

Investments made in IT in recent years have delivered a number of successes and foundations that will facilitate the future strategy and vision of digital policing. Going forward, IT will continue to be a key enabler for savings and improvements across the organisation and will be an important lever for allowing the force to be more efficient in its processes and procedures. Given that this often requires significant investment, there will be complete transparency of IT spend and a focus on cost optimisation of the service on an ongoing basis. There will be a requirement for apportionment of IT spend to specific projects or business areas to allow the value of IT to be demonstrated in terms of business benefits that will be assessed by the project teams in conjunction with Finance. By operating in this way, it will make it possible for the force to assess the business value of IT and to ensure that investments are delivering the anticipated returns.



Purpose of IT

Clarity and understanding of the purpose of IT in the context of the multifaceted policing landscape is paramount to ensuring we are doing the right things. Having a clear objective and strategy for achieving it will be a thread that runs through everything we do.

Objective: To support the Force Strategy through IT enablement capability

Strategy: To provide enabling technology and solutions with clear business benefit thus transforming our organisational capability so that it supports our front line and support staff in fighting crime and safeguarding our communities

Business Success Factors

Overarching Aim: To ensure the Force is positioned to operate successfully in a digital age

- To allow citizens to engage with the Force through digital channels that suit their needs
- To provide our workforce with the digital tools and equipment to work effectively and efficiently
- To enable the capture and sharing of digital information
- To enable collaborative working with colleagues and other agencies
- To be able to access systems and information in a simple and user friendly way



What We Will Deliver

Business Success Factor	Supporting Solutions	Outcomes
To allow citizens to engage with the Force through digital channels that suit their needs 	National Digital Policing Programme We will work with Force colleagues to evaluate opportunities to implement digital engagement channels through adoption of change from the national digital policing programmes, specifically the Digital Public Contact work stream	Greater choice of contact methods for the public leading to improved engagement and satisfaction Improved efficiency in contact processes Ability to capture evidence and information digitally from the public thereby improving efficiency and supporting the investigation process
To provide our workforce with the digital tools and equipment to work effectively and efficiently 	Digital Workplace We will work with Force colleagues to understand the requirements to work differently and will define a roadmap for the delivery of a digital workplace Personal Issue Devices We will evaluate options for provision of personal issue mobile technology in the form of laptops and tablets for certain roles to provide them with greater flexibility in terms of working location	Greater flexibility and agility in terms of working location and environment Ability to dynamically relocate officers according to operational demand without the constraints of traditional fixed location working

Business Success Factor	Supporting Solutions	Outcomes
To provide our workforce with the digital tools and equipment to work effectively and efficiently 	Mobile Data We will provide smartphone technology to officers and PCSOs to enable them to access and submit information without having to return to the station. We will enable officers and staff to use consumer apps including social media when out and about In Station IT Infrastructure In line with the operational deployment model, we will examine the fixed IT infrastructure in stations to assess potential to work differently National Digital Policing Programme We will work with the Force colleagues to evaluate opportunities to improve efficiency and performance through adoption of change from the national digital policing programmes	Eliminate inefficiencies and operational costs Ability to work more effectively and increase performance Increased visibility of operational policing resources to increase public confidence Increased engagement with the public and ability to easily publish positive messages and updates
To enable the capture and sharing of digital information 	Digital Storage We will implement a cloud based digital storage solution to hold the projected quantities of data that will be generated by the organisation	Evidence is secured and accessible More efficient processes due to digital case file availability and sharing with the CPS

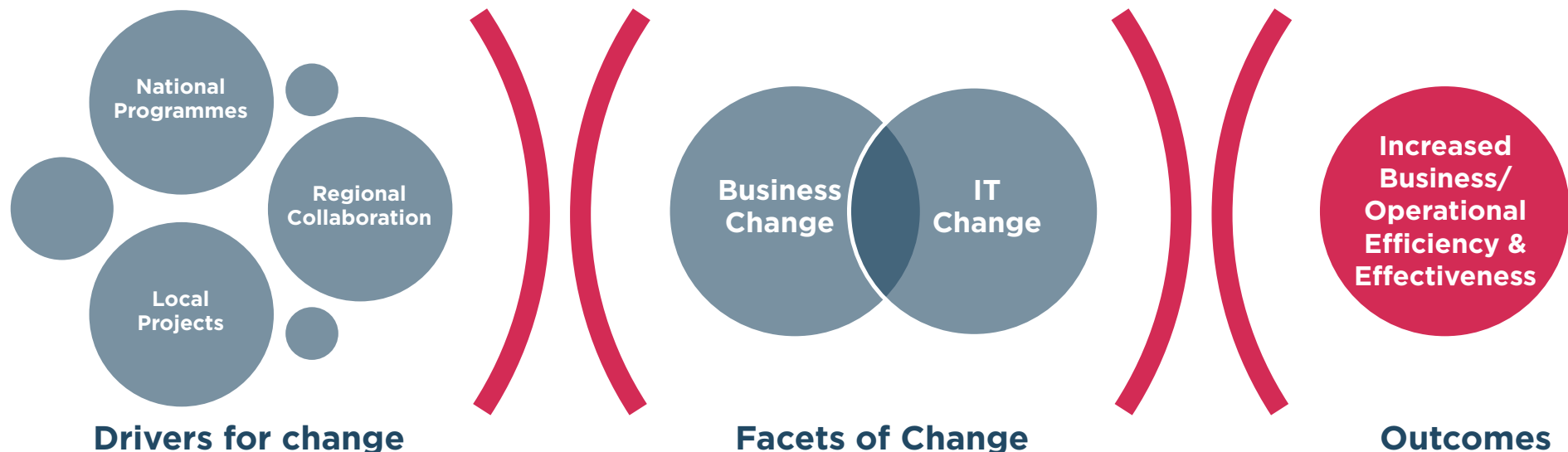
Business Success Factor	Supporting Solutions	Outcomes
To enable the capture and sharing of digital information 	Digital Evidence Management Solution We will support the implementation of a solution to allow effective management of digital evidence	Consolidated and consistent approach to digital storage for future requirements
To enable collaborative working with colleagues and other agencies 	Office 365 We will engage with the National Enabling Programme to consider opportunities for procurement and implementation of collaboration tools to allow more seamless working across agencies	More joined up approach to delivery of service to the public Potential reduction in risk through ability to work more effectively across agencies
To be able to access systems and information in a simple and user friendly way 	Identity Management We will evaluate the opportunities to utilise the solutions available through the National Enabling Programme to manage access to systems in a more joined up way	The right people accessing the right information at the right time Seamless user access to local, regional and national information, networks and applications, including cloud services Be better placed to prevent crime and anti-social behaviour at a lower cost

How We Will Deliver

IT & Business Change

The increasing availability of information and new technologies offers us huge potential to improve how we protect the public. It sets new expectations about the services we provide, how they are accessed and our levels of transparency. Digitisation also offers significant potential to accelerate business processes, manage risk more effectively and revolutionise the criminal justice process.

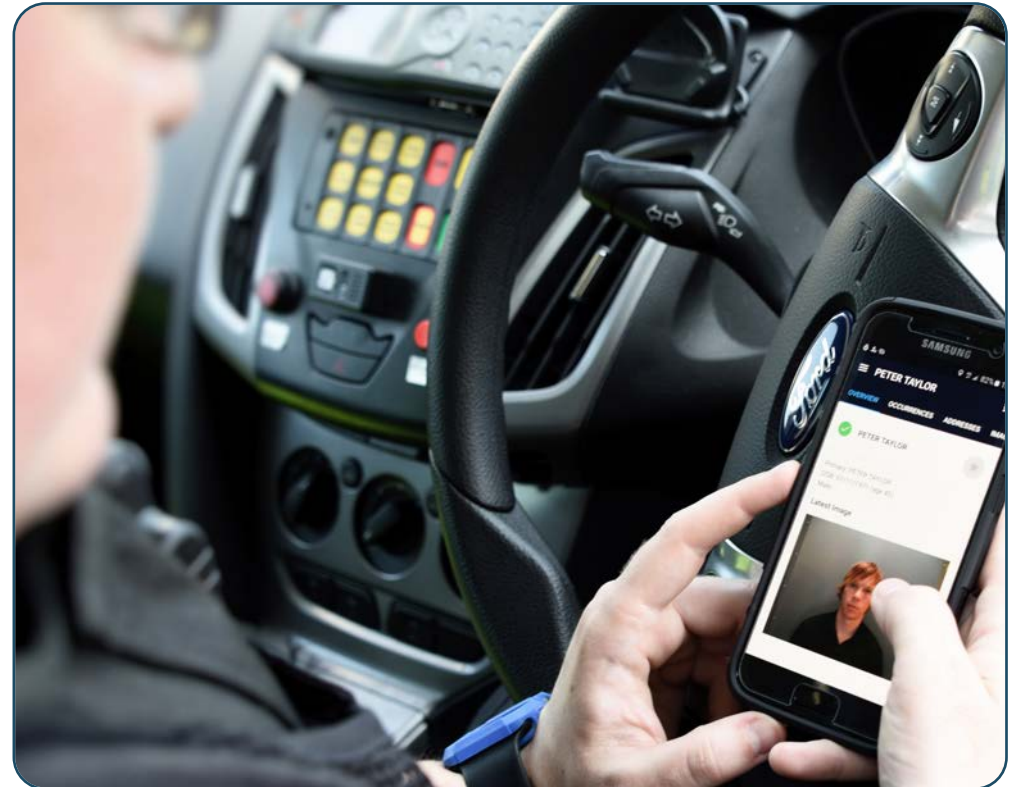
However, technological change in isolation is limited in the impact it can have on policing. The real benefits often come from the business change that is enabled by the technology. Without sustained recognition of this, the desired outcomes may not be achieved and investments may not be fully exploited. There will be a need for a strong link between the IT Department and the Corporate Change Team in the Programme Office to ensure that opportunities are leveraged and benefits are realised and evidenced. More agile change methodologies may need to be considered in order to meet the expectations around the pace and scale of change.



People, Culture and Leadership

The workforce will play an important role in the success of the IT strategy and the ability to maximise the impact that technology can have in terms of enhancing performance and efficiency. Officers and staff will need to be open to new and different ways of working in the digital workplace and flexibility will be essential to making it a success. The digital workplace is the collection of all of the digital tools provided by an organisation to allow its employees to do their jobs.

Strong and clear leadership will be required at all levels to reinforce the organisational directive to take advantage of the opportunities technology will bring. The willingness to change will be a critical and potential limiting factor to the extent of the success of the IT strategy. With that in mind, there will be a need to invest in skills and capabilities of officers and staff to give them the confidence to enable them to work more effectively in the digital age. It will be paramount that leaders understand the benefits that digital can bring and that they invest in talent management and workforce modernisation to help people to embrace the change.



Emerging Technology and Innovation

Technology moves at an alarming rate, with every step forward bringing new opportunities to advance and evolve. Awareness and understanding of emerging technology and innovation will be integral to maintaining the relevance of the IT roadmap. As well as modular, isolated technological developments, there will undoubtedly be paradigm shifts that may require a fundamental re-evaluation of the future. Engagement with suppliers and industry analysts as well as access to research will be key to identifying future trends and opportunities to leverage new developments to provide an operational, financial or performance advantage. Exploration of advancements in technology including robotics, artificial intelligence, virtual/augmented reality and the internet of things will continue, with potential not only to optimise, but ultimately transform the way we work.

The ability to swiftly evaluate and try out new solutions will be key to the Force being sufficiently agile to keep up with the pace of change to maximise benefits. This will need to be considered in the context of the Force constructs around governance and change management to ensure a sensible balance is struck which maintains rigour and scrutiny whilst also allowing progression.

Commissioning of new projects will be through the Transformation & Corporate Improvement Board supported by the production of a business case by the business owner. IT will provide input for the solution design and business case to ensure all technical aspects are covered and that the proposed approach fits with the IT strategy and principles.

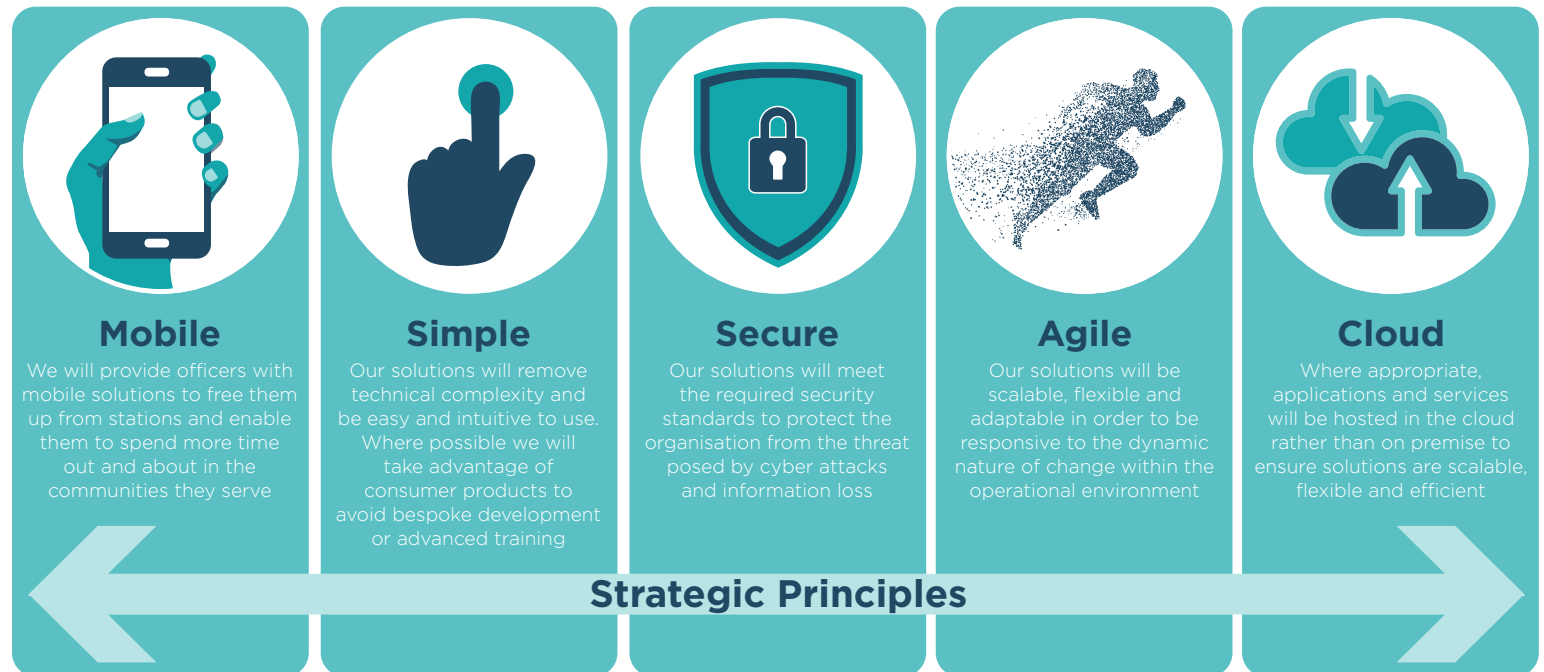


IT Principles

The principles that determine how we will deliver are key to ensuring that there is a consistent, managed and cohesive approach to IT change and service delivery across the whole organisation. They have been defined at a strategic and operating level to provide transparency and clarity on the adopted approach.

Strategic IT Principles

The strategic principles define at a high level the central standards that will be adhered to. New solutions will be checked against these principles to ensure that they are compliant, with IT technical resources working with the business owners to assist in identifying suitable solutions to meet the business need.



IT Operating Principles

IT's Role

- IT owns the IT strategy, standards, architecture and processes and maintains the internal skills and expertise to steward these
- We will observe and evaluate technologies, with the goal of utilizing them for operational advantage
- All IT services, software and hardware are owned and delivered by IT. The only exceptions are the Digital Forensics Unit, Business Systems Unit and non-standard elements of AJD

How work is Conducted

- There is no such thing as an “IT” project. All projects must have a business case and a business sponsor
- Business functions and IT will jointly develop principles of collaboration and define mutual responsibilities

Resourcing

- Permanent staffing levels are set to accommodate base work levels and maintain core capabilities
- Contractors and outsourced services will be used to accommodate fluctuations in demand and provide non-core capabilities

Architecture

- IT services, software, hardware and processes will be standardised and centralised. Exceptions will be allowed only with a demonstrated and material business case approved by the Transformation Board
- Good practices will be established to maintain information confidentiality, integrity and availability

IT Operating Principles

Technology

- We will adapt our business processes whenever possible, rather than customising software so that proven off the shelf products can be utilised
- Only proven technologies will be leveraged to provide robust solutions in line with business requirements

Sourcing

- Commodity services eg. IT support will be outsourced subject to business case considerations
- Well-defined IT tasks may be outsourced, but we must retain competencies to select optimal suppliers

Management

- Formal change and configuration management process will be utilised under the ITIL framework

Financial

- A funding model which enforces the IT strategy aligned with Force budget allocation processes will be employed
- There will be dedicated IT financial planning and monitoring of all IT spend by the allocated accountant and Business Manager

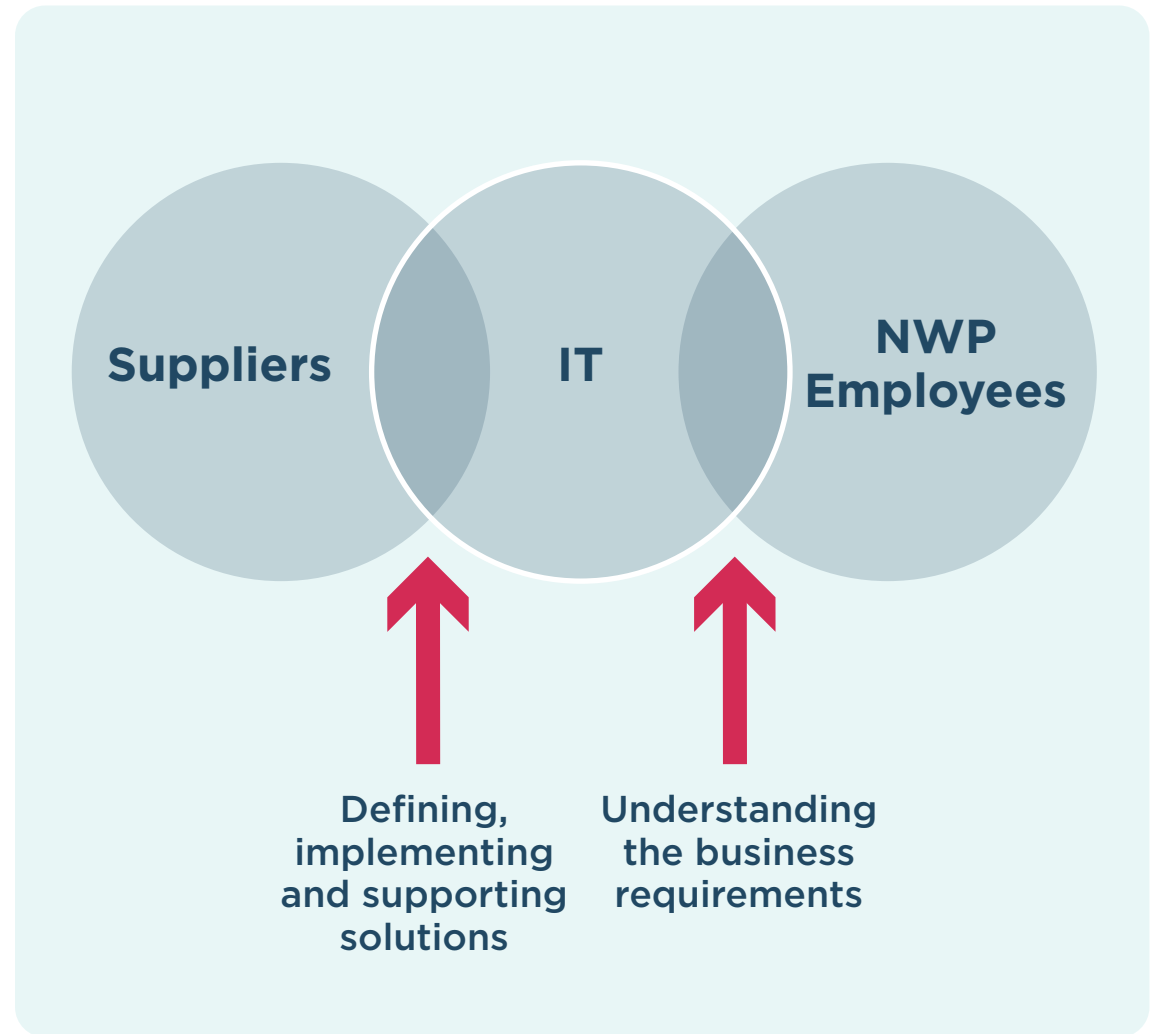
Security and Risk

- We will ensure an environment in which information systems and data have appropriate protection from unauthorised access and from accidental or malicious destruction
- Good practices will be established to maintain information confidentiality, integrity and availability

Current Ecosystem

The ecosystem in which IT services are delivered in NWP comprises the small internal IT Department working in partnership with CGI and other suppliers to provide infrastructure, solutions and support to meet the needs of internal customers. The selected model is one of outsourcing under a comprehensive managed service contract covering the major components of:

- **Desktop support**
- **Asset management**
- **Helpdesk provision with incident management**
- **Network maintenance**
- **Infrastructure management**
- **Change management**
- **Problem management**



The internal IT Department retains a small team to deliver the following functions:

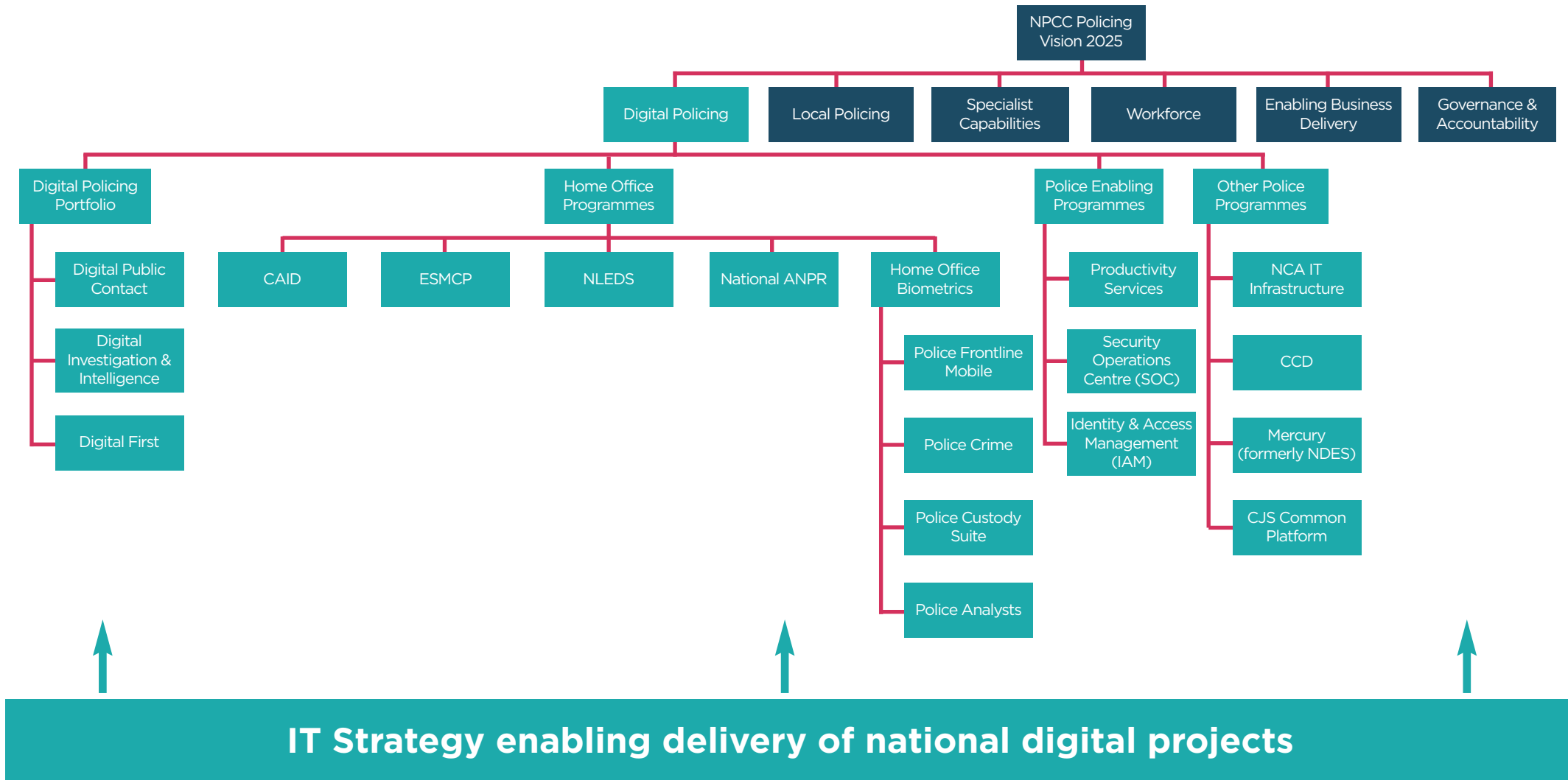
- **Define and manage the strategic direction**
- **Management of performance against the service level agreements (SLAS) defined in the contracts**
- **Internal customer engagement and understanding of business requirements**
- **Assessment of emerging technology and innovation**
- **Supplier engagement**
- **Technical expertise across specialist applications**
- **Liaise with suppliers in respect of change, problem and incident management**



This model will be reviewed in accordance with the contractual timelines for managed services as this may bring opportunity to work differently in the future subject to a robust business case and assessment of potential service performance. The support model will also need to respond to the changing requirements that will come with a move to greater digitisation of services, regional collaboration and industry trends such as cloud.

IT will continue to engage with colleagues across the organisation to ensure there are clear lines of communication to embed understanding of the operational and business requirements which will naturally change over time. The imperative will be for IT to make any change transitions easier for the business by acting as an enabler.

Appendix 1 - National Digital Policing Programme Structure



Appendix 1 - Risks

Risk	Description	Mitigation
Financial Investment	There may not be sufficient funding available to deliver key elements of the IT strategy	Ensure that robust business cases are developed in conjunction with business owners to justify investment that clearly identify the link between business objectives and technology solutions
People, culture and leadership	Officers and staff may be resistant to new ways of working and as a result may limit the impact of the technological changes and the benefits delivered	Ensure that there is a mandate at a senior level for any technology changes to provide strong leadership for business change Invest in talent management, skills and capabilities of the workforce to help them embrace new technology
Resources to deliver	There may be insufficient resources in the IT, CPO and Business Change teams to deliver all of the change required alongside maintaining business as usual There will be a requirement to provide technical expertise for change projects being delivered elsewhere in the Force as well as those being run in IT	Consider the resources needed for implementation of significant change projects and link in with the CPO to facilitate identification of project resources where needed and prioritisation to be considered Consider the use of temporary contractors where appropriate Prioritisation of projects will take place in Transformation Board and Budget Setting

Risk	Description	Mitigation
Competing demands at a national, regional and local level	There will be technological change generated not only on a local Force basis but also from the national and regional programmes. Technical compatibility could become an issue and hinder progress	Assessment of the impact of regional and national programmes at the earliest opportunity to ensure that the technical change is mapped out alongside local projects
Shadow IT	Specialist areas of the Force defining, managing and supporting their own IT solutions introduces risk of non-compliance with the agreed IT strategic and operating principles. This could introduce security threats, risk of data loss and lack of financial planning for maintenance and replacements	Management of IT change through ITIL and internal governance structures to ensure that shadow IT is visible to the IT team and that it is regularly revisited in terms of compliance, risk and validity
Business Engagement	Insufficient engagement with the Service Areas may result in IT implications not being fully considered when making decisions relating to operational and business change. It could also reduce the potential to leverage the potential of technology as an enabler for improving performance	Establish an engagement model with clear lines of communication with the Service Area SMT and also the frontline officers and staff Link in with Force reviews to ensure issues and opportunities are identified and progressed
Ability to be agile and innovate	The ability to swiftly assess new solutions and conduct trials of innovative new solutions may be limited by governance and change management processes. This could introduce a risk of stagnation and a tendency to linger in the realms of legacy solutions.	Establish a sensible process that provides a balance between agile assessment of new solutions and rigour/scrutiny

Organisational Strategy for **digital transformation**



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Introduction

The vision for North Wales Police is to 'Make North Wales the safest place in the UK'.

How we provide services to the public to deliver on this vision has and will continue to face a period of unprecedented change and transformation. Digital technology has the potential to greatly enhance how we work and make us a more efficient and effective organisation. Whilst at the same time the impact of new technology on society and criminality increases the investigative challenge and complexity we face from new and emerging digitally enabled crimes.

Our core policing function to prevent and detect crime, apprehend and prosecute offenders whilst protecting the public is still the same as ever and will not change but the world in which we operate has changed and will continue to do so.

Our public has expectations on how we should deliver services to them, which is a reflection on how they deal with and interact with most other modern organisations and businesses. Criminals are exploiting new avenues and opportunities for digitally enabled crimes that will increase demand on our specialist functions. New investigative and evidential opportunities to detect crime only now possible from technology need to be maximised and mainstreamed. Lastly, our own workforce expects us to provide intuitive technology, flexibility and new ways of working in common with experiences typical in the private sector.

This strategy indicates our response to this challenge and sets out the positive opportunities we will exploit as part of our Digital Transformation Programme. It has been written with reference to the national Digital Policing Vision 2030 and our experiences in the Coronavirus Global Pandemic in 2020.

It is our intention that this document will define our ambition and expectation to make progress, sustain new ways of working and help us achieve the overall vision of making North Wales the safest place in the UK.

Purpose & Key Objectives

We recognise the need to deliver a number of key business outcomes driven by national and local priorities.

In 2018 North Wales Police established a Digital Transformation Change Programme to support the delivery of the Force Vision and the National 2030 Policing Vision prepared by the National Police Chiefs' Council.

The formal vision of this programme is to "To equip officers and staff within North Wales Police, the right tools, platforms and services to enable them to work and collaborate anywhere, anytime using the right devices fit for their role. This has the aim to ensure our working experience is optimised, that we are efficient and effective and provide the best possible service to the public, supporting the delivery of our vision to make North Wales the safest place in the UK".

This Programme expects to deliver a number of key business outcomes balanced against our purpose, national commitments, organisational change capacity and level of available financial investment, our aims are outlined below;

- We will **improve the knowledge, tools and capability of our operational officers** to investigate and detect crime now and in the future.
- We will **modernise our workplace and how we work to ensure that we achieve maximum impact with our available resources** and make the most of new technology to make us more productive and visible to our communities.
- We will aim to **enhance the service provided to the public** by offering digital ways to interact and obtain support.
- We will **improve our capability to identify and manage threat, risk and harm and make better decisions for our communities** by improving and enhancing our use of data and analytics and connectivity and mobility, particularly for the front line.
- We will continue to **invest in technology to maintain an effective supporting ICT and information systems provision** using new technology to remain at the forefront of digital innovation.
- We will **efficiency manage mandated national programmes** to ensure that we maximise our resources for investment in other areas.

These themes collectively drive forwards our effectiveness, efficiency and legitimacy to police in the 21st century.

Our stated purpose, key objectives and wider aspects of this strategy will inform our annual business planning to ensure that we have the capacity and support to deliver. We will continue to monitor and benchmark our ambition against other police forces, public sector organisations, the private sector and our own experiences from benefits attained to ensure they remain valid. In a dynamic changing environment, we also acknowledge the need for flexibility in approach to the strategy overall and the programme and projects which will be established to deliver it.

What We Will Deliver

Objective	Ambition, Supporting Solution & Enabler	Outcome
Delivering Operational Capability – Policing Vision 2030 ‘Enabling Officers and Staff Through Digital’		
Improve our specialist and frontline capabilities to enable us to keep the public safe not just within the boundaries of North Wales but also online.	We will deliver relevant Internet Intelligence & Investigation tools, training and capabilities to our specialists and investigators to keep the public safe online.	Increased ability and effectiveness to investigate crime with digital element on the frontline.
Improve our specialist and frontline digital investigative capabilities to ensure that we are equipped to investigate crime now and in the future.	- We will deliver relevant specialist and frontline tools that improve and mainstream our ability to analyse digital devices rapidly when relevant to an investigation. - We will review and enhance our provision of Digital Investigative Specialists to support volume and major crime investigation. - We will maintain an overview of new and emerging digitally facilitated crime types and take corresponding action to ensure that we are equipped to deal with these and that positive preventative action can be taken to keep the public safe.	- Increased performance and capability to analyse digital sources of evidence physically and online. - Increased ability to identify and respond to victims at risk of vulnerability & harm. - Increased ability to meet current and future demand for specialist investigative capabilities at a sustainable resource level. - Improved readiness to tackle new and emerging digitally facilitated crime types. - Improved tactical support and advice for volume-based investigations.
Modernising our Workplace – Policing Vision 2030 ‘Enabling Officers and Staff Through Digital’		
Invest in the right supporting infrastructure within our estate to support modern agile devices and ways of working i.e. Wi-Fi and video conference equipment.	We will review our estate to remove barriers and blockers to workplace agility by investment in technology and when appropriate re-purpose our business teams and workspaces to make agile working the norm.	Increased flexibility to manage uplift in our establishment within our current and future planned estate footprint and ability to deploy resources based on dynamic and operational requirements.
Provide officers and staff the digital tools they need to be digital by default and work agile on a fixed, field and flexible basis.	- We will invest in agile devices including Laptops and Mobile Devices that fit the workplace persona and individual role of our staff to enable them to work effectively from any location. - We will review and update our Policy to support agile and flexible working.	- Increased ability for operational resources to work more effectively in the field increasing out of station time and visibility to enhance public confidence. - Increased effectiveness and efficiency for all operational and non-operational roles including back-office administration. - Increased Health and Wellbeing of our staff from offering workplace choice.

Deliver an agile workplace culture increasing mobility, operational flexibility and visibility for our operational resources, virtualised team working and collaboration with required partners.	■ We will maximise our investment in the National Enabling Programme and Office 365 technologies to support virtual working, collaboration and exchange of information both within and outside of our organisation. ■ We will support our workforce to transition and work differently with these new tools. ■ We will pursue a workplace agenda focused on Health and Wellbeing enhanced by agile and flexible working to improve our offer as an employer for current and prospective future employees.	■ Increased utilisation and efficiency within our estate combined with ability to consider future rationalisation. ■ Increased employee productivity and reduced expenditure on Fleet and Travel expenses.
Digitise our core policing processes and remove the need for manual, repetitive and duplicate processes to increase efficiency.	■ We will invest in a fully functional Mobile Policing Application that can deliver critical operational information to our frontline staff to aid decision making and empower them in the field to facilitate the rapid capture of information necessary to investigate and detect of a crime. ■ We will ensure that the Policing Application can deliver a common experience across all issued devices and remove the need for manual, repetitive or duplicated processes to make the role of an operational officer much more efficient and to enable reinvestment of time saved back into proactive and preventative policing.	■ Increased efficiency for operational roles in accessing information to make decisions and updating critical information as part of an investigation. ■ Increasing efficiency within our core processes to reduce reliance on overtime and other associated costs.
Achieve full digital interaction with the criminal justice system and our criminal justice partners with our evidence management and case systems.	■ We will develop and support our Crime Recording and Digital Evidence Management solutions to allow us to transact with Criminal Justice Partners fully digitally and efficiently as possible.	■ Increased officer efficiency during the investigative and evidence gathering process. ■ Improved outcomes within the criminal justice process including decreased Bail use of Released Under Investigation from increased speed of Charging Decisions from CPS. ■ Improved Public satisfaction from digital engagement during the investigative process. ■ Increased efficiency for operational policing roles and criminal justice partners as part of the investigative and justice processes. ■ Reduced demand on supporting functions including Digital Forensics and Seized Property. ■ Reduced expenditure on consumables and physical provision and management of evidence and case exhibits.
Consolidate our existing information systems, pursue improvement and upgrades that add functionality, improve user experience and increase efficiency.	■ We will review our existing information systems provision and when appropriate seek to consolidate solutions to generate cost savings and prioritise a 'Cloud First' strategy that can reduce our dependence on local infrastructure and estate.	■ Increased efficiency savings.

Enhancing the Service Provided to the Public – ‘Policing Vision 2030 Seamless Citizen Experience’			
Increase our service choice to the public to incorporate the ability to transact and engage digitally.	▪ We will continue to support and embed the National Single Online Home Platform to offer service choice to the public and enable us to transact more efficiently and manage demand within our Force Communications Centre effectively.	▪ Increased capacity and efficiency within our Force Communications Centre. ▪ Improved public perception and satisfaction.	Increased ability to identify & respond to vulnerability and harm
	▪ We will continue to utilise Single Online Home and our Social Media presence to provide targeted information including Crime Prevention Advice.		
Use digital technology to improve the value of our online interaction with the public and our ability to respond to threats online.	▪ We will seek to expand the use of our Digital Evidence Management Solution to obtain Digital Evidence securely online from Victims, Witnesses and Businesses within North Wales.		Improved public perception and satisfaction.
	▪ We will continue and expand on our use of Body Worn Video Technology to capture compelling first accounts from victims and speed up the investigative process by exploring the use of the technology to record Voluntary Attendance Interviews with suspects when agreed.		
Improving our Capability to Identify Threat Risk & Harm – Policing Vision 2030 ‘Addressing Harm’ & ‘Embedding a Whole Public System Approach’			
Improve our use of data to deliver proactive identification of threat, risk and harm to the most vulnerable in North Wales and provide a greater insight to frontline operational staff to make decisions, conduct preventative activity and solve problems in our communities.	▪ We will invest in a Data Warehouse Capability and Visual Reporting platform that can provide critical data to our operational and Service Leads/Managers ‘On Demand’ that can help drive action and business planning. This to include Performance and Focused Operational Data.	▪ Increased ability to identify & respond to vulnerability and harm	Improved business and operational decision making.
	▪ We will as per the national Policing Digital Strategy 2020–30 consider solutions to automate the identification of threat, risk and harm and deployment when intervention is recommended – this to also consider data and information available and held by our partner agencies.		
	▪ We will as part of these solutions, consider the generation automated alerting when a member of the public is likely to be at most risk of harm which can trigger our activity and support from partner agencies.		
Maintain an Effective ICT and Information Systems Provision – Policing Vision 2030 ‘Empowering the Private Sector’ and ‘Enabling Officers and Staff Through Digital’			
Consider and explore investment in new and emergent technology, which can support operational policing.	▪ We will aim through organisational Governance, staff engagement via forums like ‘Get it Sorted’, Regional Collaboration or National Engagement to objectively consider new and emergent technologies that we could/should invest	▪ Increased employee productivity and efficiency savings.	

	in that can further enhance and support effective operational policing.	
Consider and explore the potential of Robotics, Artificial Intelligence and Machine Learning to increase our efficiency and productivity.	▪ We will consider investment in scalable technology solutions that can reduce demand and generate cashable savings. This includes consideration of Robotics and Artificial Intelligence capabilities that aid both 'Back Office' and 'Operational' situations.	▪ Increased employee productivity and efficiency savings.
Invest in Our Command & Control Capability.	▪ We will invest in a modern Command & Control Platform that can further our strategic ambition around agility, flexibility, collaboration and improve the experience for our operational users.	▪ Increased capacity and efficiency within our Force Communications Centre. ▪ Increased ability for operational resources to work more effectively in the field increasing out of station time and visibility to enhance public confidence. ▪ Improved public contact experience, perception and satisfaction.
Support the National Delivery of the Emergency Services Network as a replacement for the Airwave Network.	▪ We will support and the implementation of the National Emergency Services Network as a replacement for the current Airwave Network. We will make informed decisions on future device choice and ensure that we transition in a cost effective and controlled way to minimise disruption to our services.	▪ Maintaining critical operational communications.
Support the transition to new national policing systems including the National ANPR Service and Law Enforcement Data Programme.	▪ We will maximise the local potential of national replacement programmes around our key systems.	▪ Maintaining critical operational capabilities.
Explore and Support Regional and National Initiatives to assist how we procure and improve Services in a competitive and innovative supplier landscape	▪ We will always ensure that we consider regional and national collaboration, best practice and lessons learned when opting to implement a new solution or technology to support policing. This to ensure that our buying power and ability to develop products and solutions is maximised and that commercial barriers are limited as far as possible.	▪ Ensure that we are able to leverage the best value for money when procuring solutions and that we push ourselves to be innovative.

Approach & Principles

We recognise the level of investment, complexity and challenge to deliver our ambition and will work hard to achieve this under a trusted governance structure and business change methodology.

We will maintain focus on the following key elements to ensure a successful outcome;

- We will **modernise and be at the forefront of what new technology can offer** but also maintain our commitment to the public to make North Wales the safest place in the UK.
- We will ensure effective engagement and upskilling of our officers and staff regards our ambition to create a new digitally enabled way of working and recognise the **need to deliver new technology combined with cultural change and empowerment** to ensure success.
- We will **maintain focus on what our public want and expect**, in terms of how they wish to transact with us, what current and future emerging crime trends they face and how we can better protect them in a digital age.
- We will also **maintain focus on what new capabilities our frontline operational roles need to be effective and investigate crime** and make this one of our key priorities.
- We will be benefits led in our approach, **challenging ourselves to maximise our impact with the resources that we have** striving to realise the benefits possible from new technology. Our key criteria for investment will be balanced against cost reduction and control to ensure sustainability.
- We will **ensure investment decisions that are evidence-based and that we also prioritise required maintenance of our current infrastructure** including our ICT information systems and estate. We will via our governance structure ensure that our decisions are supported by effective business cases which take into account the 'whole of life' costs for solutions and that working with ICT partners we maintain an effective roadmap for legacy and future solutions and refreshment to help plan our future budget.
- We will when possible **consider collaboration or a shared approach to investment, innovation and delivery** with regional and collaborative partners.
- We will continue to recognise the importance and **investment to develop and ensure the wellbeing of our workforce**.
- We will **deliver the programme of work in the right way**, with due regard for our Force Code of Ethics and never cutting corners with regard to Information Standards & Compliance and the ethical considerations associated with the use of AI, Algorithms and Automated Decision Making.

Our mechanism to deliver effective change will be via structured programmes scrutinised with Chief Officer oversight using Agile, Prince 2, Managing Successful Programmes and Product Management based methodology. Our success toward delivery of the strategy will be identified via programme and project reporting and metrics.

It will take time to deliver all the elements of this strategy, we will prioritise and schedule our delivery based on risk, interdependencies, benefits, available funding and the wider impact of change on our staff. We understand that we must deliver some of the enablers first i.e. technology and infrastructure which can then enable our transformation and new ways of working.

The significance of the cultural change element of the programme cannot be understated, our staff are some of our most critical stakeholders and we will ensure that we engage fully to understand their needs before we procure new solutions or change ways of working. This focus should extend to ensuring that the solutions we procure are intuitive, easy to use and are reliable for all involved.

We will draw upon experience from our policing partners, national police organisations including the Police ICT Company and positive examples from the private sector to help us make the right decisions.

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