

Date: 15 February 2022

Our Reference: FOIA-2022-022

RE: Your request for information under the Freedom of Information Act 2000

I write in response to your Freedom of Information Act 2000 ('FoIA 2000') request, dated 03/02/2022, in which you requested:

"The ICT documents I require are the most recent update.

I wish to obtain the following documents:

1. ICT/IM&T/IS Strategy- The IT department strategy or plans, highlights their current and future objectives.
2. ICT Org Chart- A visual document that presents the structure of the IT department, please include name and job titles. If this cannot be sent, please work towards a structure with job titles.
3. ICT Annual or Business Plan- Like the ICT strategy but is more annually focused.
4. ICT Capital Programme/budget- A document that shows financials budget on current and future projects."

Decision

When a request for information is made under FoIA 2000, a public authority has a general duty under section 1(1) of the Act to inform an applicant whether the requested information is held. There is then a general obligation to communicate that information to the applicant.

In line with section 1(1) of the FoIA, I can confirm the College **holds some recorded information** relevant to your request. For ease, we have dealt with each part of your request separately:

ICT/IM&T/IS Strategy- The IT department strategy or plans, highlights their current and future objectives.

Information held. Please find the Digital Strategy at disclosure document 1.

ICT Org Chart- A visual document that presents the structure of the IT department, please include name and job titles. If this cannot be sent, please work towards a structure with job titles.

The College is currently transitioning to a new operating model. As a result, an updated structure chart will not be available until March/April 2022.

ICT Annual or Business Plan- Like the ICT strategy but is more annually focused.

A draft business plan for 2022-2023 is currently being created and will be available in May 2022.

ICT Capital Programme/budget- A document that shows financials budget on current and future projects.

There is no capital budget allocated to ICT in the year 2021/2022.

The ICT revenue budget is £2.57M for the year 2021/2022.

Your rights can be found at the end of this letter.

Yours sincerely,

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Your right of review

Under the Freedom of Information Act 2000 you have a right to request an internal review if you are dissatisfied with our handling of your request. Review requests should be made in writing (by email or post) within 40 working days from the date of our original response. We will aim to respond to your review request within 20 working days.

The Information Commissioner's Office (ICO)

If, after lodging a review request you are still dissatisfied, you may raise the matter with the ICO. For further information you can visit their website at <https://ico.org.uk/for-the-public/official-information/>. Alternatively, you can contact them by phone or write to them at the following address:

Information Commissioner's Office

Wycliffe House

Water Lane

Wilmslow

Cheshire

SK9 5AF

Phone: 0303 123 1113

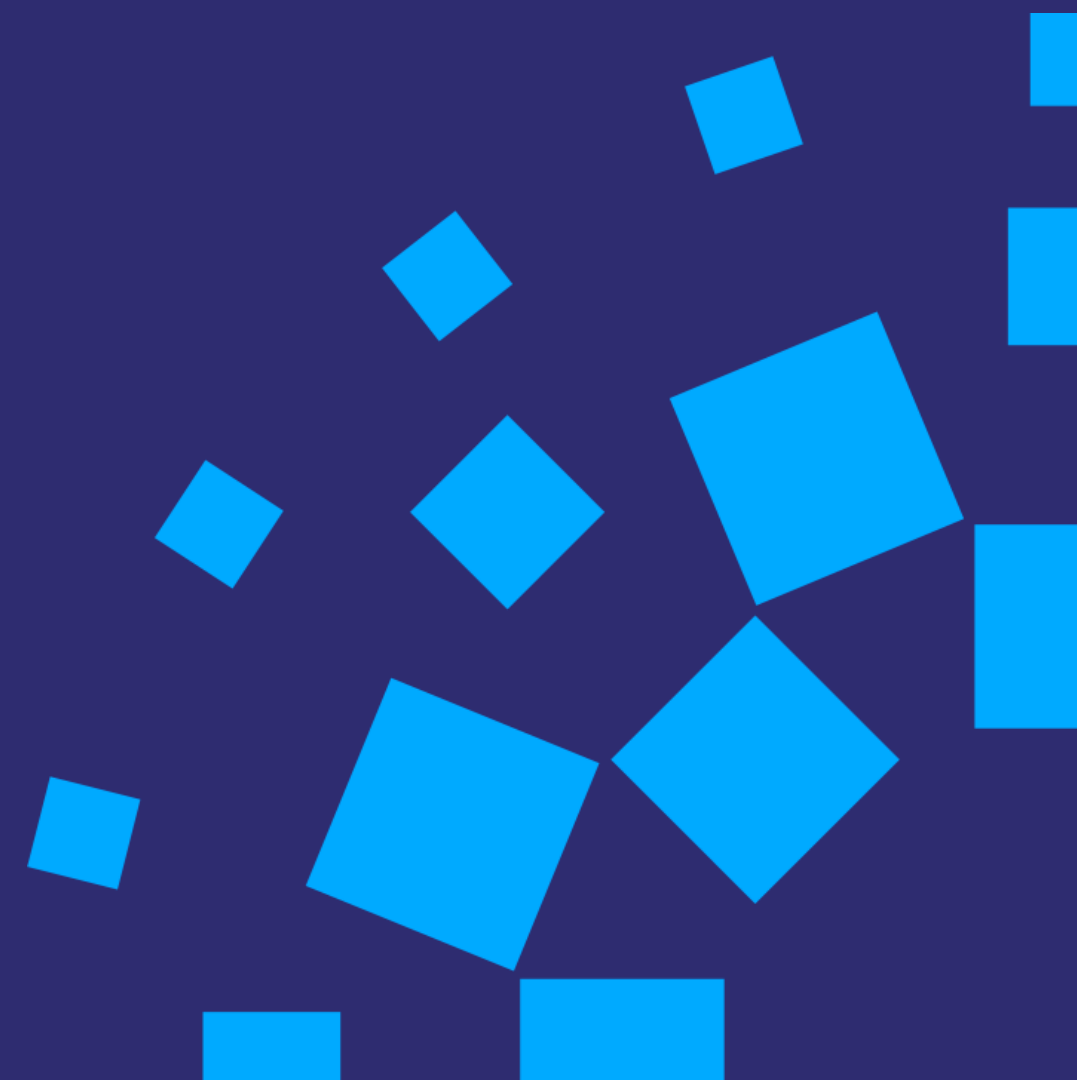


College of
Policing

Working together
to keep people safe

Digital Strategy

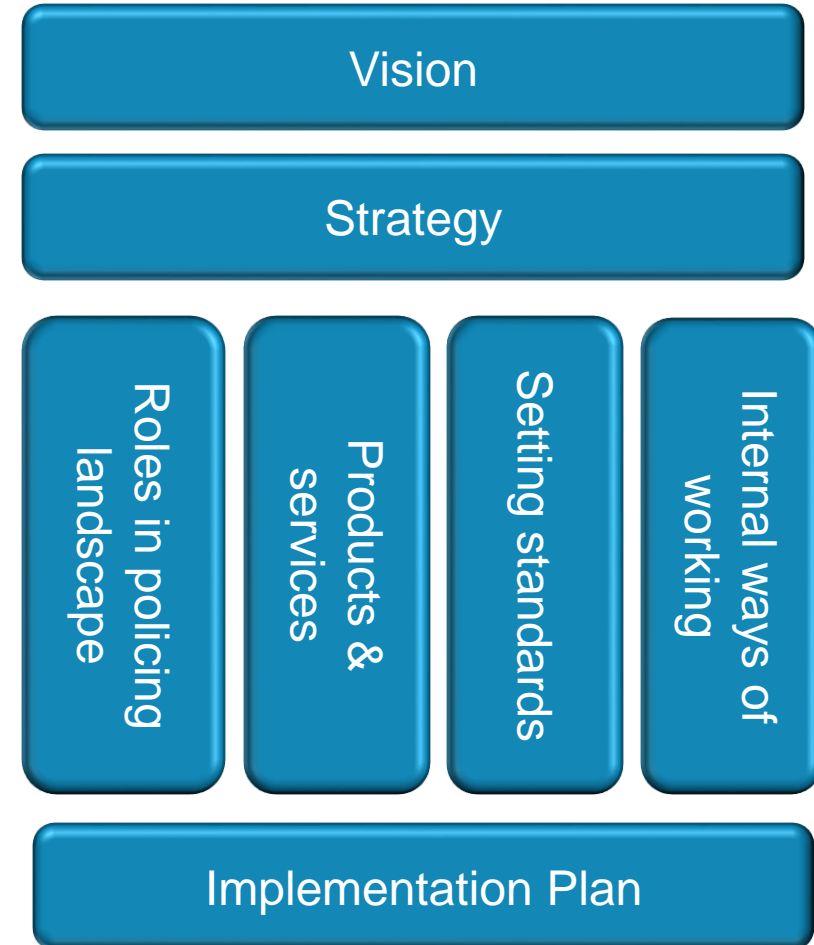
2021



Digital Strategy

The Strategy aims to:

- Enhance the College **experience** for all police officers and staff through the provision of quality digitally enabled knowledge, standards and learning, all accessible at the point of need
- Strengthen the College's strategic **connection** with forces through the provision of online examinations, assessments and recruitment
- Maintain excellence, and drive forward digital **innovation**, through a commitment to evidence-based professional development and continuous improvement



Vision

- To be the leading national provider of innovative digital learning, knowledge and standards in policing

Our ambition

Our digital ambition

- To encourage rapid adoption of digital innovation and research informed practice to enhance the learner experience for all officers and staff
- To integrate digital technology into the delivery of knowledge, learning, research, standards and workforce development to support learning, teaching and assessment
- To equip staff with the digital skills, capabilities and systems they will need to succeed in learning and in work

How we'll achieve our ambition

- Be a fast follower of technology-enabled continuing professional development (CPD) harnessing proven approaches and formats to ensure our own cost-effective impact.
- Seamlessly integrate digital ways of working, tools and skills, enabling us to set the pace for law enforcement



Priorities

To achieve the College's digital ambition will require a focus on four priority themes. There are both near term and longer success indicators.

**1. Roles in the
policing landscape**

**2. Digital products
and services**

**3. Setting standards
for digital policing**

**4. Internal ways
of working**

Define roles in the policing landscape

There are clear roles the College can play for key stakeholders, but further validation and agreement is needed in the lower priority segments.

KEY PRIORITIES...

The College needs to align on the key landscape roles it is best placed to serve. Pragmatism needs to inform any final decision. The College is subject to strong perceptions from the wider landscape which have the potential to create barriers and accelerators.

Primary role: Enabler

- The College should **deliver and share insights on effective learning and knowledge approaches** to enable continuous improvement across law enforcement
- The College should remain focused on **delivering for UK police officers and staff**
- The College should agree and communicate the **commitment required for each of its customer segments** ensuring capability, time and resource allocation are proportionate.

Secondary role: Convenor

- The College should **identify and convene key data** from stakeholders to:
 - create evidence and value for guidance and learning development
 - inform horizon scanning and collaboration with technology innovators

STRATEGIC PRINCIPLES...

- Represent knowledge and learning best practice in Policing digital forums/conversations
- Represent policing best practice to other professional bodies, international law enforcement and the public

KEY OBJECTIVES

- Digital & Information Services (DIS) to map stakeholder network to ensure appropriate representation at national, regional and force digital forums (including Home Office DDaT, NPCC, Police Digital Service, National L&D Executive), and effective engagement with the Digital Strategy for Policing
- DIS to establish a clear purpose with key stakeholders ensuring the College has strategic influence as the experts on digitally enabled design and delivery of knowledge, standards and learning in policing.
- Corporate Communications and DIS to improve the promotion of the College's digital agenda through relevant media channels, ensuring the College is viewed as an innovative and forward thinking by stakeholders.
- Knowledge, Research & Education and DIS to identify data required, and the technology that can best convene the data and enable the analysis and reporting required.
- DIS to introduce digital role recommendations to the wider transformation programme to ensure we are aligned with corporate direction.

Deliver new digital products & services

The College's digital offerings will help drive a culture of continuing professional development (CPD) through a set of complementary products and services



Digital learning

Learning materials (e.g. courses, qualification frameworks and career pathways) will be a blend of online and offline to reflect the most appropriate format of learning. Content development will be focussed with user experience at the forefront



Online knowledge sharing

The College will create a 'pull' effect by providing the most accessible and timely source of good practice and standards through increased aggregation and curation



Online exams and assessments

Lessons learnt from pandemic crisis in 2020-21 will be captured to continue providing a flexible method of delivery

Reaching consensus over the delivery of assessment is an increasing priority due to the additional 20,000 recruits by 2022



Police recruitment online

The College would like to play an active role in recruiting talent for the policing sector to make sure the diversity challenge is addressed. However, internal alignment on the way in which this is executed still needs to be confirmed



Digital learning

Learning materials will be a blend of online and offline to reflect the most appropriate format of learning. Content development will be focussed with user experience at the forefront

KEY PRIORITIES...

The College must shift from a 'push' to a 'pull' position in the attractiveness of its products and services, improving its capability in embedding digital ways of working and in supporting formal and informal learning at the right time for those that need it.

User experience

- All learning materials have to be designed with digital principles in mind to optimise the experience of the user and support blended learning approaches

Content

- Multiple formats should be available for the same topics to allow for different learning styles and blended delivery approaches, including adoption of new technology proven elsewhere e.g. simulation, peer to peer

Channels

- Develop new synchronous learning channels to facilitate virtual classrooms
- The new College learning platform (340,000 registered users) will be better integrated to / from force learning platforms
- Inbound feedback and data insights mining must be established across siloes to ensure joined up decision making on needs and outcome effectiveness
- Optimise the new College learning platform with the aim of future consolidation of content and functionality of leadership learning (10,000 registered users)

STRATEGIC PRINCIPLES...

- Defined target 'customer' segments shared across the College with clear engagement planning, resulting in deliberate format and content choices per segment
- Evidence driven formats and content to drive learning outcomes
- Flexible approach to learning delivery, consciously blending digital and physical delivery models to suit different learning styles

KEY OBJECTIVES

- Delivery Services and DIS to ensure the Learning Solutions project:
 - delivers innovative best value digital learning solutions (including online peer to peer learning and synchronous virtual classrooms) following thorough evaluation of existing products in the market and in forces
 - explores digital simulation and immersive learning technologies including recommendations on the most effective use of VR including ROI for forces
- Education & Professional Development and DIS to consolidate leadership learning, currently hosted separately, onto the College digital platform
- Delivery Services, Business Services, and DIS to ensure on site learning facilities are equipped with best value technology to support innovative training delivery

Online knowledge sharing

The College will create a 'pull' effect by providing the most accessible and timely source of good practice and standards through increased aggregation and curation

KEY PRIORITIES...

The College must shift from a 'push' to a 'pull' position in the attractiveness of its products and services, adopting more aggregation and curation approaches to make the College the first choice to access and share knowledge and informal learning.

User experience

- Consolidate learning content and signposting into a single easy to use portal, integrating and signposting to forces own content/solutions where appropriate

Content

- Shift to proactive capture of content and frequent updating of good practise knowledge to ensure more timely availability of the latest insights and evidence
- Create and curate leading edge digital investigation content and materials
- Enable knowledge sharing through peer to peer formats and engagement
- Enable continued access to the Police National Library online

Existing offer

- Specialist role in the development of the communities on Knowledge Hub (owned by Police Digital Service)
- Development of enterprise search function across trusted policing websites.
- Police National Library provider to forces

STRATEGIC PRINCIPLES...

- Defined target 'customer' segments shared across the College with clear engagement planning, resulting in deliberate format and content choices per segment
- Embed a culture of CPD within the policing sector to normalise the behaviour of continuous learning through knowledge acquisition
- Establishment of new channels for individuals, communities and networks to access and share knowledge at appropriate security levels

KEY OBJECTIVES

Knowledge, Research and Practice and DIS to:

- identify methods of proactive content capture that drive greater accessibility of knowledge and information to officers
e.g. Enterprise Search - automated aggregation of good practice stories from Forces own channels and other trusted policing sites
- develop Knowledge Hub capability and establish ourselves as the specialist knowledge share partner on the platform
- maintain the Police National Library and evaluate the benefits of enhanced services

Online exams and assessments

Lessons learnt from CV19 will be captured to continue providing a flexible method of delivery

KEY PRIORITIES...

The College must capture the lessons and benefits realised through COVID-19 (CV19) accelerated delivery. An evidence based and conscious decision about the ongoing blend of digital vs offline should be made.

Assessments

- The proportion of offline assessments will need to be considered against the impact on the recruitment process
- Mapped to the agreed proportion, further work on the provision of digital assessments enablers and / or direct delivery will be needed, especially in preparation of the 20,000 new recruits over the next three years

Exams

- Delivering exams online reduces the supervised environment. Finding an acceptable solution and / or blended approach will be key to underpinning a culture of continuous professional development
- Extracting delivery lessons from the online examinations provided during CV19 is critical to understanding how to provision exams more flexibly for forces

STRATEGIC PRINCIPLES...

- Flexible approach to delivery, consciously blending digital and physical delivery models to suit different learning styles
- Assessments will become a blend of online and offline to ensure interpersonal criteria appropriately assessed beyond virtual settings

KEY OBJECTIVE

- Workforce Development and DIS to evaluate and agree the long-term scale and scope of future online examinations and assessments delivery by the College

Police recruitment online

The College will take a position of standard setter in recruitment with suitable digital enablers that help forces have consistent practices which encourage diversity

KEY PRIORITIES...

The current pledge of 20,000 new officers over the next three years is a priority that the College could suffer reputational damage if the digital content is not available or insufficient in informing the wider public

Increasing diversity

- The College can support the diversity challenge and promote greater inclusion through provision of appropriate content and formats
- Utilising different electronic approaches can increase the anonymity of applicants and reduce inadvertent bias in the recruitment process e.g. AI. The College should take a point of view on what are the appropriate and critical approaches

User experience

- The College will address the language and experience around digital recruitment journeys in order to mitigate against any potential alienation or potential inadvertent bias to diverse groups

Consistent approaches

- Currently recruitment is within the domain of the policing sector and executed by forces. However the College will seek to more cohesively partner and support forces to drive common standards

STRATEGIC PRINCIPLES...

- The College will focus on standards rather than direct solutions i.e. it will not seek to centralise recruitment systems such as Job application portal/s
- The standards set will include guidance on a blend of digital and offline formats to ensure potential recruits are appropriately and fairly assessed

KEY OBJECTIVES

- 20k Uplift and DIS to establish clear guidelines and knowledge around good practice in using technology enabled recruitment solutions and links to existing business systems
- DIS to research and aggregate evidence of commercial of the shelf (COTS) software that enables a digital effective recruitment journey (including attraction, applicant tracking, onboarding) and which also promotes diversity and accessibility

Setting standards for digital policing

The College will digitally enable processes around developing policing guidance and issuing them to ensure that users can access guidance at the point of need

KEY PRIORITIES...

To bring together legal and evidence based standards, including evidence from policing practice, and make it available to individuals and forces at the time and in the ways they need it.

Digitally enabled ways of working

- Digital approaches should enable College's standards and related products to be accessible to officers at the point of need, in the 'right' format
- The College's horizon scanning activity needs to be supported by digital approaches to identifying and 'scraping' relevant information from a range of public and policing online sources

Digital leadership

- The College should take a decision on the continued support for Digital Intelligence and Investigation project (DII), and a leadership role on police use of 'big data'. Potential to develop standards and guidance in this area to support officers in making decisions to balance operational and ethical issues

Collaboration

- There needs to be increased focus on supporting users to implement standards by simulating real life scenarios so that they are both usable in real situations but also drive improvements in policing for the benefit of the public.

STRATEGIC PRINCIPLES...

- We will use evidence to inform our guidance and the ways in which we share it to support effective policing outcomes
- We will be proactive in identifying future policing challenges so our guidance is available ahead of need
- Set the pace for policing where we are critically needed; tech to deliver CPD to support the policing skills and guidelines for current and emerging approaches
- Respond quickly to changes in the digital crime environment; and work collaboratively to enable the drawing in of expertise from a wide range of sources, including NCA, NCSC, academia and private industry

KEY OBJECTIVES

- DIS to identify and implement new digital approaches to enable officers and staff to access the right guidance when they need it, anytime and anywhere.
- Crime and Criminal Justice Faculty and Knowledge Research and Practice to:
 - Review whether the College has the capability to: support the DII project; set standards in 'big data' for policing
 - Continue to link with frontline and digital experts (NCA, NCSC etc.) and deliver accessible learning and knowledge products; underpinned by an agile curriculum that supports the rest of policing to respond to the challenges of the digital crime environment.

Transform our ways of working

The College will integrate digital ways of working across the whole organisation, investing in a number of different enablers



Technology

We will embed technology that allows more streamlined collaboration and working, defaulting to off the shelf software wherever possible to be more agile in digital delivery and to manage cost



Data

Quality data will enable customer segmentation and engagement planning. Analysis and insights will be focused around monitoring effectiveness of delivery and outcomes against the key priority areas defined in this document



Digital skills & culture

We will adopt a matrix working team approach by forming multi-disciplinary teams to work across functions for specific shared outcomes

We will build a prioritisation framework to utilise limited resources efficiently and establish a set of quality assurance principles for all content, curated and created

Internal ways of working: Technology

We will embed technology that allows more streamlined collaboration and working, defaulting to off the shelf software wherever possible to be more agile in digital delivery and to manage cost

KEY PRIORITIES...

The College will reduce the complexity and cost of the legacy infrastructure as they modernise. Investments will be guided by the technology that will enable the priority areas outlined in this document

Bringing the College and Policing together

- Understand where it is critical to align the College's digital systems with that of leading forces to underpin ability to set pace / credibly deliver content: MS Teams etc.
- Implementing new systems (e.g. Microsoft Office 365) will help promote better connection internally and externally thus enabling the services of the College. This will enable cross working of functions with less teams operating in silo
- One source of truth about College customers, managing all stakeholder contact and intelligence data through implementing an updated CRM

Product & services development

- Establish plans for the lifecycle of products & services to ensure they remain engaging (using modern tech and learning formats) and relevant (based on current evidence)
- Create digital workflows to support proactive content upkeep including efficient reviews and approval processes

STRATEGIC PRINCIPLES...

- First preference for any delivery will be off the shelf software, to reduce lead times and benefit from easier update cycles
- Build capabilities in horizon scanning and collaboration with tech innovators in policing and education to spot and act on fast follower opportunities

KEY OBJECTIVES

Digital & Information Services (DIS) to:

- identify where relevant digital systems are not aligned to leading Forces to inform prioritisation of systems change e.g. implementation of Microsoft 365
- establish more agile digital delivery approaches starting with a default of commercially off the shelf acquisitions rather than building from scratch
- establish improved digital processes (developed according to digital content type) which would increase effectiveness of content creation and curation from other sources

Internal ways of working: Data

Quality data will enable customer segmentation and engagement planning. Analysis and insights will be focused around monitoring effectiveness of delivery and outcomes against the key priority areas defined in this document

KEY PRIORITIES...

The College can unlock more value from data through building a cohesive approach to analytics and insights. Automation is a key part of managing this in a streamlined way across the College.

Quality

- Drive data quality and consistency by developing data management within the organisation so that information can be better applied for decision making

Reporting and monitoring

- A target set of organisation wide metrics related to digital delivery and outcomes is critical to understanding and maintaining effectiveness in each priority area
- A dashboard which is accessible across the College and key stakeholders, with regular collective review of lessons is needed in order to iterate or scale successes

Insights

- Digital and Information Services should work together with Research colleagues to identify and **convene key data** from stakeholders via College digital platforms to create evidence and value for guidance and learning development

STRATEGIC PRINCIPLES...

- Data will enable customer segmentation and engagement planning
- Invest in analytical capabilities to generate insight from data to underpin evidence driven decisions

KEY OBJECTIVES

Information Governance and DIS to develop a Data Strategy to:

- identify useful sources of data for learning and guidelines development, establish a data and feedback capture and analysis capability in each directorate
- improve data quality, led by business areas KPIs and the data they wish to aggregate, so that information can be better applied for decision making
- establish data governance principles and processes across the College
- evaluate how the College can use digital technologies to make the interrogation of data sources more efficient and wide ranging to facilitate horizon scanning



Internal ways of working: Digital skills & culture

We will adopt a matrix based team approach by forming multi-disciplinary teams to work across functions for specific shared outcomes.

KEY PRIORITIES...

Investment is needed to develop skills and a culture that harnesses the benefits of digital as an integrated part of the organisation's approach. There needs to be a shift in behaviours so digital is considered at the start of every potential commission

Behaviours

- Matrix working teams will enable the adoption of more digitally native ways of working which will map to harnessing benefits and delivering products and services to fit modern learning expectations
- The College will seek to benefit from other organisations skills and culture through more strategic and clearer links to the landscape

Fix the right things

- Efficient use of limited resources is being addressed as part of the new prioritisation process (within the scope of Transforming our College programme)
- Quickly solve critical low level frustrations that significantly impact the working environment and result in poor efficiency

Balancing risk and benefit

- Utilise a risk / benefit matrix to set clear a scope against priorities and enable teams to work at an appropriate pace for those initiatives

STRATEGIC PRINCIPLES...

- Ring-fencing of capacity for change projects & embedding a prioritisation framework as part of the Transforming our College programme
- Matrix working team structure/s; multi-disciplinary teams drawn together to work across functions for specific shared outcomes, using a common approach and language
- A single set of quality assurance principles adopted across teams for all content, both curated and created. This may include different levels of assurance defined based on the risk/benefit matrix noted above.
- Shared objectives across teams for priority outcomes (e.g. per target customer segment) set by the Executive and Board level
- The College will establish rapid innovation approaches with clear risk / benefit matrix and ways of working principles to empower teams

KEY OBJECTIVES

- People & Organisational Development and DIS to implement an operating model to:
 - a unified agreed design, delivering efficiencies and identifying capability gaps
 - ensure ability to work in matrix based project teams for new developments
- DIS to develop and deliver process with College Executive and Board, setting strategic digital priorities including describing outcomes and milestones
- DIS to develop engagement plans for agreed key stakeholders and customers
- DIS to establish internal rapid innovation approach

Next steps

Develop an annual delivery plan broken down into phases including:

- detailing costed and prioritised investment choices
- design and implementation of a revised operating model
- supportive clear digital project and programme governance

