THE PACE OF DIGITAL CHANGE IN UK POLICING 2020

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iGOV SURVEY

Introduction

At the beginning of 2020, the National Police Technology Council (NPTC) and the Police ICT Company published their National Policing Digital Strategy report, laying out digital policing plans over the next decade.

Then COVID-19 happened. And the need for those changes accelerated. Fast.

Emergency response services have been stretched to the limit. The constant battle to make sure citizens are following government advice is putting pressure on resources. And while overall crime has dropped, reports of cyber-stalking, hate crime and domestic abuse have risen and there's a growing concern that social isolation could increase the risk of radicalisation and other forms of grooming.

Thankfully, the impact on crime is likely to be short-term. But with increased costs from PPE, changes to cell blocks to reduce the risk of infection and new IT to enable home working, the financial impact is likely to be felt for some time yet.

Amongst all this disruption, however, comes plenty of opportunity. If anything, COVID-19 has accelerated innovations that needed to happen anyway.

And these positive changes will live on long after COVID-19 is behind us.

In fact, one paragraph in particular from the National Policing Digital Strategy report feels more relevant than ever:

"Policing does not operate in a vacuum and cannot stand still in the increasingly digital world we work and live in. The challenges and opportunities that digital disruption present to policing are rapidly becoming defining issues for the service. We must move now and move quickly. While it may feel like the pace of technology change is already overwhelming, it is only going to get faster."[1]

Our previous research report found digital policing was already a top priority for 94% of UK police forces.

Now it has become a necessity.

So now, as lockdown begins to ease, the most pressing question is this:

What does an effective police force look like in a post-COVID UK?

When the **Policing Vision 2025** report was published back in 2015, it stressed the need to improve data sharing and the integration of police forces with other public-sector agencies.[2]

And while police forces are now more focused on permanently adapting to new ways of working brought about by COVID-19 (while overcoming the challenge of unexpectedly strained budgets), challenges like data sharing and integration are still high priorities.

These are not new concepts for police forces. In 2017, iGov Survey and Virgin Media Business partnered to explore the impact of the Policing Vision on strategies across the sector. We discovered that collaboration was considered a strategic priority for many, with 95% ranking increased opportunities for easy collaboration as mid-to-high priority for their organisation. Moreover, over three-quarters (77%) reported that working with partners to identify efficiency and productivity gains was critical.

Now, iGov has once again partnered with UK technology leaders Virgin Media Business to investigate the pace of digital change in policing, looking specifically at the impact of new and emerging technologies (the biggest factors driving change) and the areas of critical development for digital policing, both now and in the future.

[1] https://ict.police.uk/wp-content/uploads/2020/01/National-Policing-Digital-Strategy-2020-2030.pdf
[2] https://www.npcc.police.uk/documents/Policing%20Vision.pdf

About Virgin Media Business

Virgin Media Business provides internet, data and telephone services to more than 50,000 UK businesses. We also partner with the public sector: with local councils and thousands of schools to improve connectivity in communities and support learning, and with the emergency services to enable them to perform their life-saving skills efficiently.

Virgin Media offers four multi award-winning services across the UK and Ireland: broadband, TV, mobile phone and landline.

Our dedicated, ultrafast network delivers the fastest widely-available broadband speeds to homes and businesses and we're expanding this through our Project Lightning programme, which could extend our network to up to 17 million premises.

Our interactive Virgin TV service brings live TV, thousands of hours of on-demand programming and the best apps and games to customers through a set-top box, as well as on-the-go through tablets and smartphones.

Virgin Mobile launched the world's first virtual mobile network and offers fantastic value and innovative services with 4G connectivity. We are also one of the largest fixed-line home phone providers in the UK and Ireland.

Through Virgin Media Business we support entrepreneurs, businesses and the public sector, delivering the fastest widely available broadband speeds and tailor-made services.

Virgin Media is part of Liberty Global, one of the world's leading converged video, broadband and communications companies. Liberty Global connects 11 million customers through operations in six countries across Europe subscribing to 25 million TV, broadband internet and telephony services. It also serves 6 million mobile subscribers.

Survey methodologies and participants' profile

This survey was conducted by iGov Survey in partnership with Virgin Media Business. The project ran from December 2019 to February 2020.

Survey participants represented a broad cross-section of roles across UK police forces. This included: Administration, Business Development, Chief Executive/Deputy, Corporate Services, Criminal Justice, IT Management, IT Technical Lead, Marketing Communications, Operations, Procurement/Purchasing, Project Management, Public Relations, Senior Manager, Service Delivery, Shared Services, Technical Services, Telecoms, Transformation/Change Management, and Transport/Fleet.

17 individuals from 16 unique organisations participated in the survey, and each of them will have received a complimentary copy of the findings report. There was no inducement to take part in the survey, and Virgin Media Business was not introduced as the survey partner.

Key findings

1

It is encouraging to see that over half (53%) of our survey participants are implementing digital policing strategies.

However, it seems there's still some work to be done, with 41% of participants reporting that there remain significant barriers preventing them from fully embracing digital strategies.

FIGURE 1: With regard to the Policing Vision 2025, the Policing Strategy 2026 (Scotland) or the Strategic Outcomes for Policing NI, which of the following statements best represents your organisation?

6% Our organisation would benefit from a better understanding of the role we can play in implementing the strategy

53% Our organisation is actively implementing the strategy and fully embraces all opportunities to use technology as an enabler to achieve our objectives

41% Whilst we support the strategy, we recognise there are certain barriers preventing our organisation from fully embracing transformation

0% Our organisation is mindful of the strategy, but we are not consistent in our approach

0% Other – please specify

0% Don't know

In fact, over a quarter (27%) currently disagree that their organisation is able to meet the collaboration objectives within the Policing Vision, suggesting many could be experiencing difficulties with system integration and data sharing. Furthermore, half of all participants either disagree or strongly disagree that their organisation has the right mix of skills and experience required to implement their technology roadmap. Overall, 45% disagree that they are able to respond to public expectations.

FIGURE 2: To what extent do you agree your organisation:

■ Strongly agree ■ Agree ■ Disagree ■ Strongly disagree

Is meeting collaboration objectives in the Policing Vision
27% | 46% | 27%

Has the right mix of skills/ experience to implement tech
50% | 30% | 20%

Is able to respond to public expectations
55% | 45%
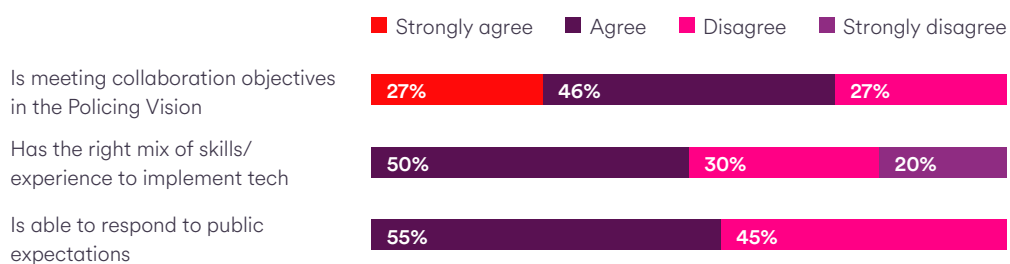
Yet it is worth noting that just 18% told us they have fully completed their response to the Policing Vision strategy, suggesting that many are still working toward their ultimate goals. Encouragingly, 55% of participants report that they have almost completed their response, whilst another 18% are in the early stages.

FIGURE 3: Since the publication of the Policing Vision in 2015, which of the following best represents that stage at which your organisation is currently?

9% Don't know

18% We are at the early stages of our response with regard to the Policing Vision

18% We have completed our response to the Policing Vision

0% We are aware of the Policing Vision but have not begun to respond yet

0% Other – please specify

55% We have almost completed our response to the Policing Vision
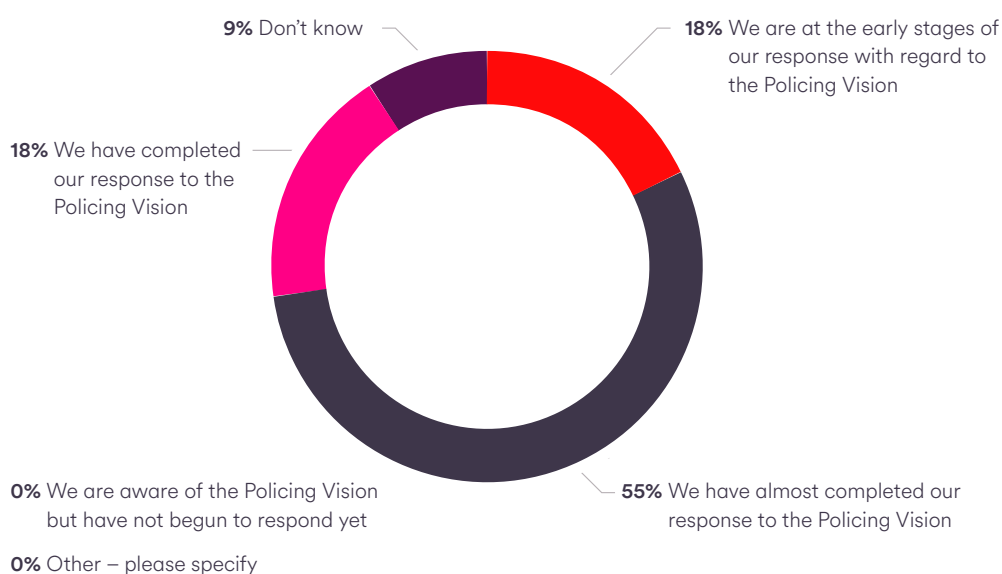
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78% of participants rated improving public contact through technology as a high priority.

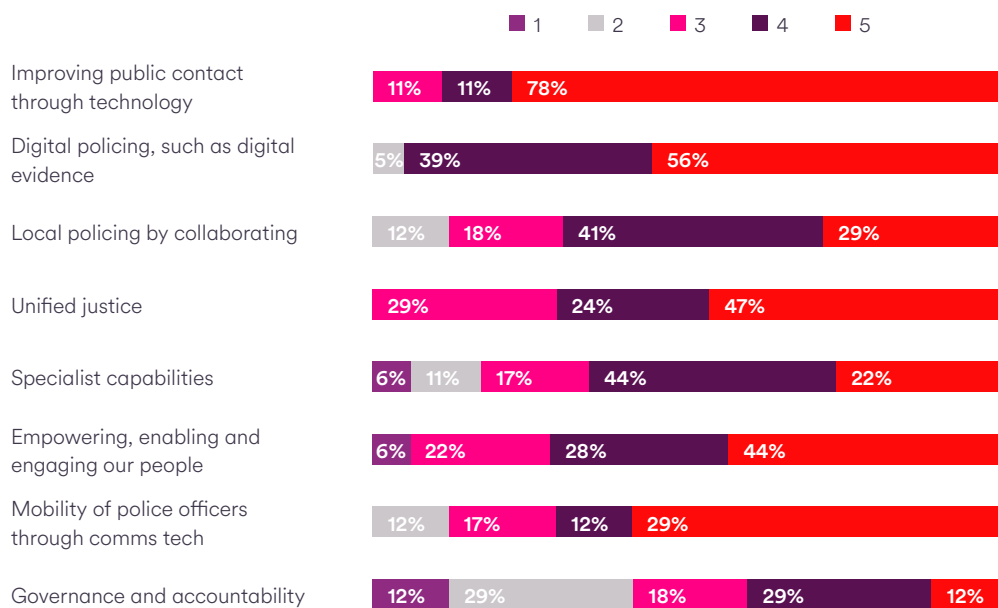It is great to see that public service is also at the heart of transformation strategies across the sector for many, with the mobility of officers (59%) and digital policing (56%) – such as the use of digital evidence, combating digital crime and public communications via digital channels – following closely behind. Although governance and accountability are highly important, our participants prioritised the outcomes for the public.

FIGURE 4: Please rate each of the following themes in terms of priority within your organisation from 1 to 5, where 1 is not a priority and 5 is a high priority.

Legend: ■ 1 ■ 2 ■ 3 ■ 4 ■ 5

Theme	1	2	3	4	5
Improving public contact through technology			11%	11%	78%
Digital policing, such as digital evidence		5%		39%	56%
Local policing by collaborating		12%	18%	41%	29%
Unified justice			29%	24%	47%
Specialist capabilities	6%	11%	17%	44%	22%
Empowering, enabling and engaging our people	6%		22%	28%	44%
Mobility of police officers through comms tech		12%	17%	12%	29%
Governance and accountability	12%	29%	18%	29%	12%

The single most important factor driving technology journeys across the sector is increasing staff and operational efficiency (50%), with a third (34%) citing service provision to the public as most important. However, it is safe to say that by increasing efficiency and staff productivity, improving service provision is inevitable.

FIGURE 5: Of the following, which would you identify as being the single most important factor driving your technology journey?

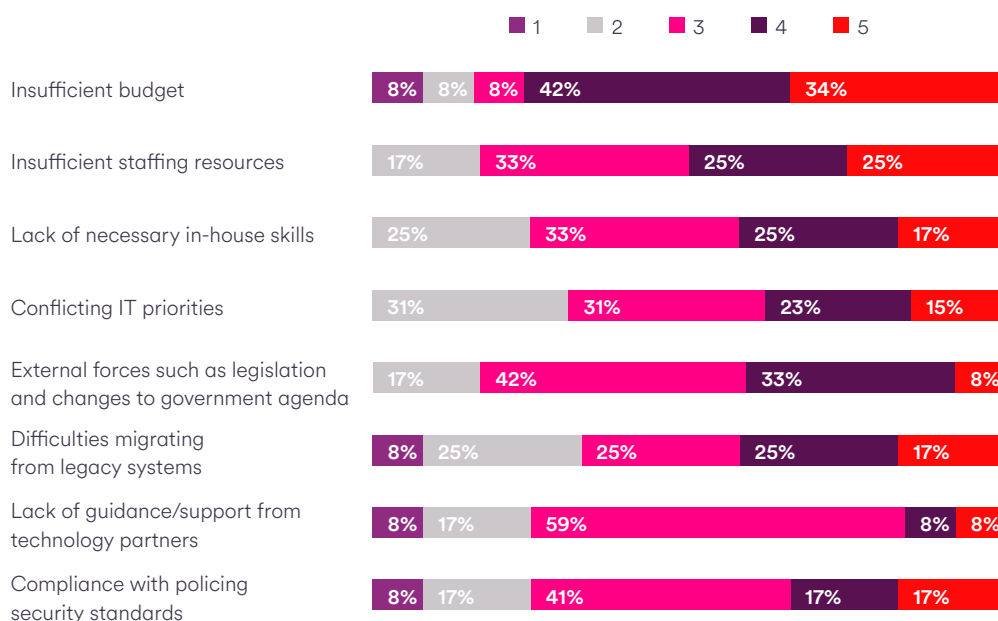|	
Reducing operating costs	0%
Increasing staff and operational efficiency	50%
Improving services provision to the public	34%
Adopting the public cloud-first strategy	8%
Aligning the Digital First programme for unified justice	0%
Aligning with digital intelligence and investigation	0%
Aligning with digital public contact	12%
Other	0%
Don't know	8%
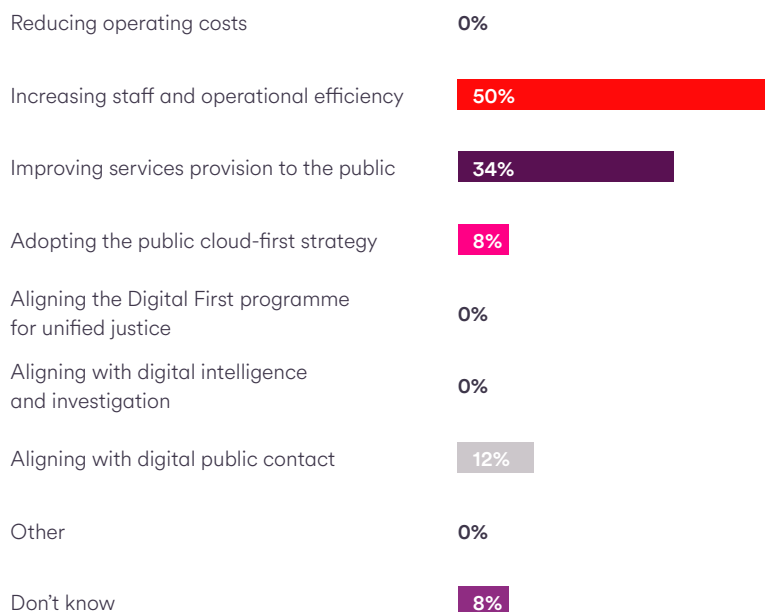
By contrast, when we consider the barriers to embracing transformation in policing that many participants experience, insufficient budget remains a key concern (76%), closely followed by insufficient staffing resources (50%). It is also worth noting that participants point to a lack of necessary in-house skills (42%), once again suggesting a skills gap in the sector when it comes to implementing new technology. Difficulties migrating away from legacy systems also present a key concern (42%).

FIGURE 6: In your opinion, which of the following poses the greatest barrier to your organisation embracing transformation in policing? Please rate each option from 1 to 5, where 1 is not a barrier and 5 is a significant barrier.

Legend: ■ 1 ■ 2 ■ 3 ■ 4 ■ 5

|	1	2	3	4	5
Insufficient budget	8%	8%	8%	42%	34%
Insufficient staffing resources		17%	33%	25%	25%
Lack of necessary in-house skills		25%	33%	25%	17%
Conflicting IT priorities		31%	31%	23%	15%
External forces such as legislation and changes to government agenda		17%	42%	33%	8%
Difficulties migrating from legacy systems	8%	25%	25%	25%	17%
Lack of guidance/support from technology partners	8%	17%	59%	8%	8%
Compliance with policing security standards	8%	17%	41%	17%	17%

3

40% of participants told us their ICT infrastructure is only partially ready or not at all ready to support the digital transformation of policing.

That said, organisations are starting to make progress with their ICT environment, with 13% saying they are completely ready – a 2% increase since our previous report – and 27% stating they are almost ready.

FIGURE 7: Is your current ICT infrastructure fit for purpose to support transformation in policing?

20% Don't know

13% Completely ready

27% Almost ready

7% Not ready
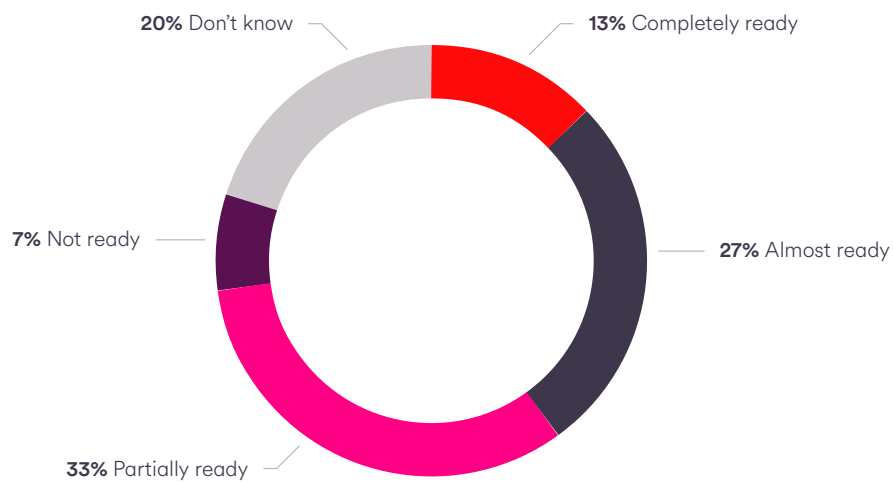
33% Partially ready

For the participants who are only partially or not at all ready, the most significant sticking point seems to be organisation's networks: participants reported network capacity and speed (80%), and network resilience and modernity (60%) as the top areas of ICT infrastructure in which they feel least prepared.

**FIGURE 8: If you answered 'Partially ready' or 'Not ready' with regard to supporting transformation, in which of the following areas of your ICT infrastructure do you feel most unprepared? Please tick all that apply.**

Data security environment	40%
Network capacity and speed	80%
Network resilience and modernity	60%
Internal skills and capabilities	40%
Flexible and mobile policing	40%
Collaborative working	20%
Social media best practice	20%
Other – please specify	0%
Don't know	0%
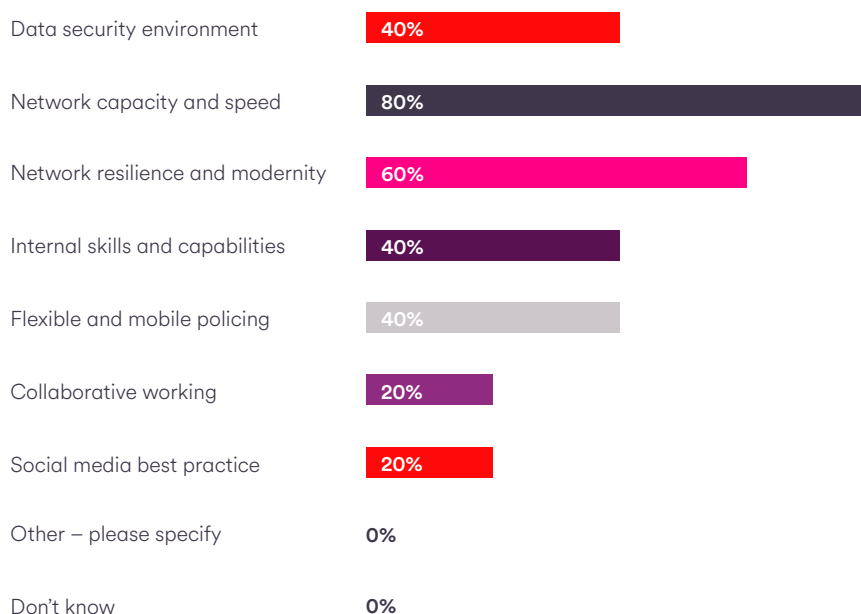
Interestingly, and in particular considering the priority that many participants have already indicated for digital policing initiatives such as digital evidence and digital crime, just 9% state that they are completely ready to implement technology that enables the use of digital evidence. A further 55% report that they are almost ready and over a quarter (27%) told us they are only partially ready, indicating there is still some work to be done for many.

FIGURE 9: How ready is your organisation to implement the technology that enables the use of digital evidence? (for example, CCTV footage, digital/phone records, transferring data from drones)

Completely ready	9%
Almost ready	55%
Partially ready	27%
Not ready	0%
Don't know	9%
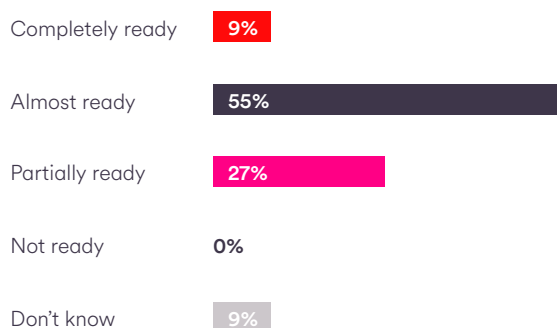
Thinking again about the barriers to preparedness, half of participants are concerned about the impact of conflicting IT priorities, while half say lack of budget is a barrier to innovation, a figure that hasn't changed since our last report. Yet, a lack of necessary in-house skills (38%) again plays a part in delays, along with insufficient staffing resources (38%).

Thinking again about the barriers to preparedness, half of participants are concerned about the impact of conflicting IT priorities, while half say lack of budget is a barrier to innovation, a figure that hasn't changed since our last report. Yet, a lack of necessary in-house skills (38%) again plays a part in delays, along with insufficient staffing resources (38%).

FIGURE 10: If your organisation is not completely ready, what is preventing you from implementing the technology to enable use of digital evidence? Please tick all that apply.

| Category	Percentage
Insufficient budget	50%
Insufficient staffing resources	38%
Lack of necessary in-house skills	38%
Conflicting IT priorities	50%
Lack of network capability	25%
Security concerns	0%
Other	25%
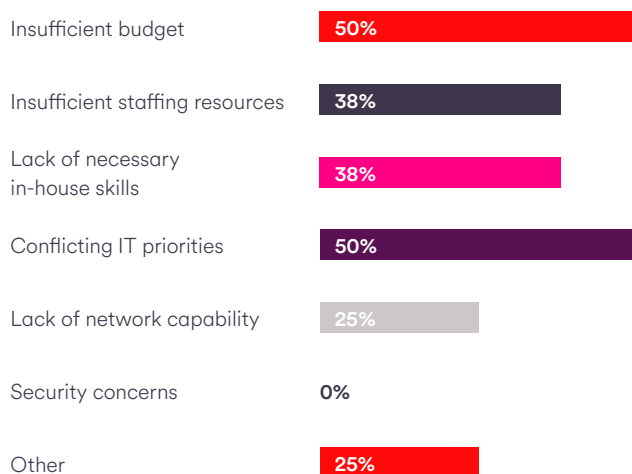
4

80% of participants believe that further enabling better collaboration and information sharing are very important for digital policing, both now and in the future.
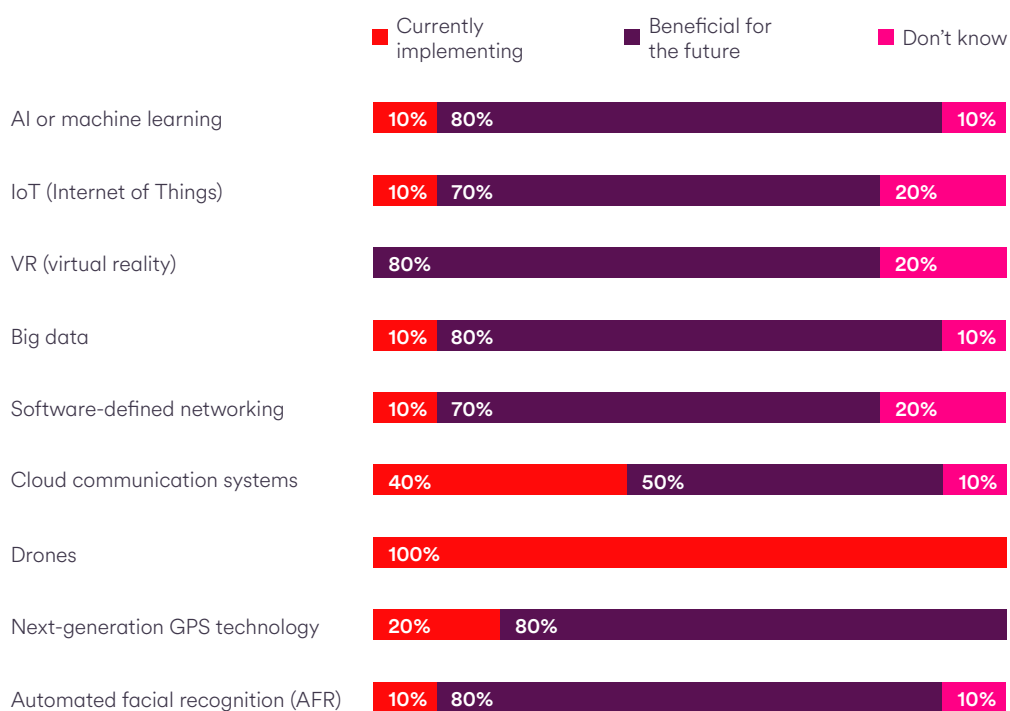
It is good to see that collaboration objectives are playing an important role in digital strategies going forward, with a further 70% stating that enabling a greater multi-agency working and better protecting the public is also very important. This is alongside the need to deliver greater efficiencies and boost productivity (70%), which automatically supports the unified justice vision.

FIGURE 11: In your opinion, which of the following are most important with regard to digital policing now and in the future?

	Very important	Somewhat important	Not very important	Not at all important
To further enable collaboration and info sharing	80%	20%		
To facilitate a consistent approach to IT org-wide	40%	50%	10%	
To deliver greater efficiencies and boost productivity	70%	30%		
To enable greater multi-agency working/better public protection	70%	30%		
To align with the unified justice vision	50%	20%	30%	
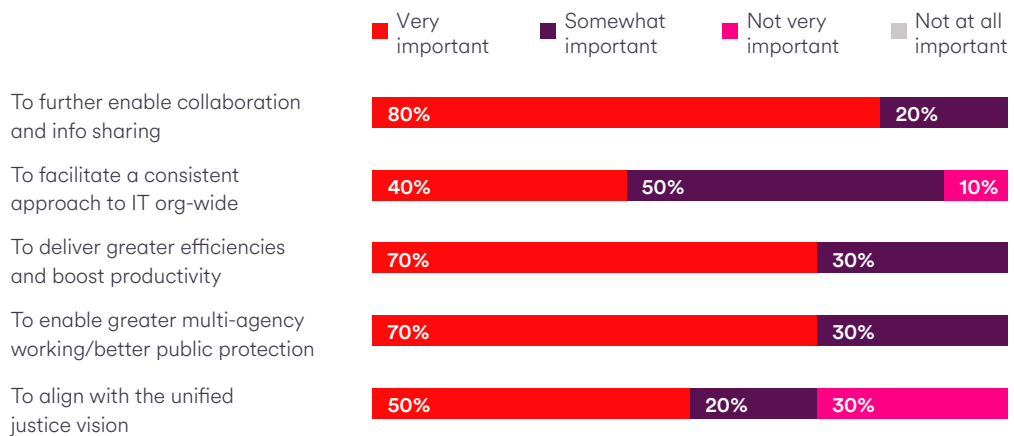
Thinking specifically about the types of technology that organisations are implementing, it is good to see that all participants have already embraced drone technology. Other technologies are most commonly being considered for the future and are not yet implemented. These include automated facial recognition (80%), next-generation GPS (80%), artificial-intelligence tech (80%) and software-defined networking (70%).

FIGURE 12: Of the following emerging technologies, which of these have already been implemented within your organisation and which would be beneficial for the future?

Legend:
- Currently implementing
- Beneficial for the future
- Don't know

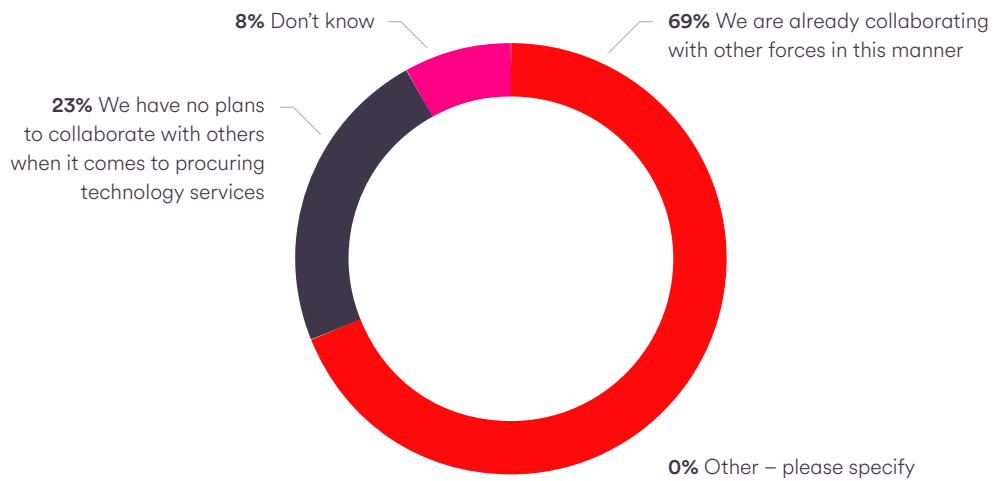| Technology	Currently implementing	Beneficial for the future	Don't know
AI or machine learning	10%	80%	10%
IoT (Internet of Things)	10%	70%	20%
VR (virtual reality)		80%	20%
Big data	10%	80%	10%
Software-defined networking	10%	70%	20%
Cloud communication systems	40%	50%	10%
Drones	100%		
Next-generation GPS technology	20%	80%	
Automated facial recognition (AFR)	10%	80%	10%

5

Many participants (90%) have not yet accessed any funding from the Police Transformation Fund for projects in 2020.
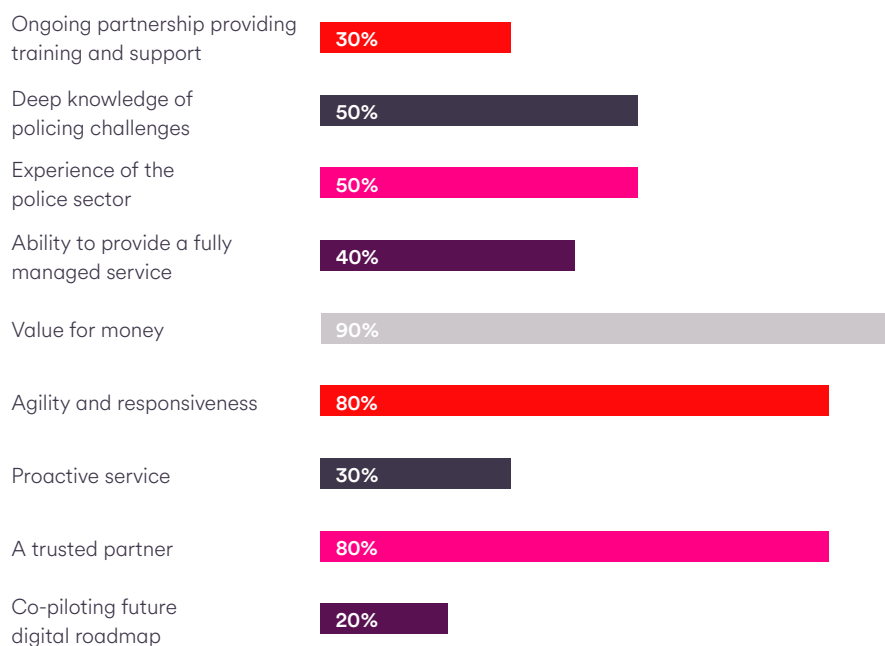
It is good to see, however, that 69% of participants are already collaborating with other police forces on the joint procurement of technology services. However, at this time, 23% state that they have no plans to collaborate in this manner, and just 10% have accessed the Police Transformation Fund for digital projects in 2020.

FIGURE 13: Do you currently or are you planning to collaborate with other forces on the joint procurement of technology services?

8% Don't know

23% We have no plans to collaborate with others when it comes to procuring technology services

69% We are already collaborating with other forces in this manner

0% Other – please specify

Thinking about the areas that are most important when considering the role of a technology partner, there are a number of areas that participants look for, including agility and responsiveness, being a trusted partner (both 80%), a deep knowledge of policing challenges and experience of the police sector.

FIGURE 14: Which of the following areas are most important to your organisation when considering the role of a technology partner? Please tick all that apply.

Area	Percentage
Ongoing partnership providing training and support	30%
Deep knowledge of policing challenges	50%
Experience of the police sector	50%
Ability to provide a fully managed service	40%
Value for money	90%
Agility and responsiveness	80%
Proactive service	30%
A trusted partner	80%
Co-piloting future digital roadmap	20%

Conclusion

By Martin McFadyen, Head of Public Sector at Virgin Media Business

The past decade has been an extremely challenging one for the public sector.

COVID-19 has only made these challenges even more pressing.

But as we mentioned at the start of this report, it has also forced digital change to happen faster, which has already had a positive impact on some of the issues we identified.

There is, however, still some way to go.

The results of our survey paint a full picture of the challenges and opportunities ahead, and how the right technology, in the right places, could help police forces achieve better outcomes across the country – long after COVID-19 is behind us.

One of the key areas of focus is improving contact between the public and organisations – something we support them on by giving them the tools and network to create a mobile workforce. But, as the findings highlight, many still struggle to adopt these technologies because their existing IT infrastructure simply can't support them. That said, more and more organisations believe they're on the right path to modernising their IT environment.

Despite rising levels of austerity and budget cuts, the need for technology in policing is clear to see. By giving officers access to secure data and connected devices they can use out in the field, they can better serve and protect the public, and report back to their colleagues at their station. In other words, we're able to create the 'connected officer'.

As for technology itself, there are many exciting innovations coming to light, from police drones and data intelligence to high-tech surveillance and virtual presence capabilities.

Given the need to share sensitive data between different public-sector institutions – and not to mention restricted resources and budget – joint technology procurements are a great way forward. And 68% of organisations we surveyed are already doing just that.

In summary

We've created this report with iGov to delve deep into the minds of police professionals – extracting information about what's driving change in their line of work; the developments of digital policing; and how emerging technologies are impacting the way they serve the public now and in the future.

Police forces recognise the value technology has to offer, and there's certainly a desire to spend any funding on technology that supports police offices and their departments. The problem many organisations have is deciding which technologies to invest in – and so they often seek guidance and support from trusted partners.

While value for money is their number-one priority, choosing a partner that has extensive experience of working with police forces – one that understands the challenges they face and can respond proactively to the public's ever-changing demands – is equally as important.

As one of the UK's technology leaders, it is our responsibility to partner with and guide public-sector organisations on the technologies they should adopt – something we've been doing for more than 20 years now. We've worked with police forces, prisons and courts across the country – connecting them to existing and new applications and services, providing the right network to support their strategic objectives and helping deliver better outcomes for the public.

We want to pass this experience on to you and help develop your digital strategy for the foreseeable future – discussing your unique challenges so we can suggest the technology that helps you overcome them.

From one organisation to the next, our advice is simple: invest in outcomes, not technology. That's the secret to achieving lasting, measurable success.

If you would like more information, please don't hesitate to get in touch with us.

Email: publicsector@virginmedia.co.uk

Visit: www.virginmediabusiness.co.uk

Appendix one: Survey questions

QUESTION: With regard to the Policing Vision 2025, the Policing Strategy 2026 (Scotland) or the Strategic Outcomes for Policing NI, which of the following statements best represents your organisation?

Answer	Percentage
Our organisation is actively implementing the strategy and fully embraces all opportunities to use technology as an enabler to achieve our objectives	53%
Whilst we support the strategy we recognise there are certain barriers preventing our organisation from fully embracing transformation	41%
Our organisation is mindful of the strategy, but we are not consistent in our approach	0%
Our organisation would benefit from a better understanding of the role we can play in implementing the strategy	6%
Other - please specify	0%
Don't know	0%

GRID QUESTION: Please rate each of the following themes in terms of priority within your organisation from 1 to 5, where 1 is not a priority and 5 is a high priority.

Improving public contact through technology

Answer	Percentage
1	0%
2	0%
3	11%
4	11%
5	78%

Digital Policing, such as digital evidence, digital crime and public communications via digital channels

Answer	Percentage
1	0%
2	5%
3	0%
4	39%
5	56%

Local Policing by collaborating with other local public services and partners

Answer	Percentage
1	0%
2	12%
3	18%
4	41%
5	29%

Unified Justice: Programs such as Digital Policing Portfolio, National Enabling Program

Answer	Percentage
1	0%
2	0%
3	29%
4	24%
5	47%

Specialist Capabilities such as cybercrime and major investigations (county lines) delivered via connected forces

Answer	Percentage
1	6%
2	11%
3	17%
4	44%
5	22%

Empower, Enable and Engage our people

Answer	Percentage
1	6%
2	0%
3	28%
4	22%
5	44%

Mobility of Police Officers through communications technology (e.g. Mobile, Radio etc.)

Answer	Percentage
1	0%
2	12%
3	17%
4	12%
5	59%

Governance and Accountability, such as linking the Police Reform Programme with local policing and crime plans

Answer	Percentage
1	12%
2	29%
3	18%
4	29%
5	12%

QUESTION: Do you currently or are you planning to collaborate with other forces on the joint procurement of technology services?

Answer	Percentage
We are already collaborating with other forces in this manner	69%
We are currently considering a collaboration of this nature with other forces	0%
We have no plans to collaborate with others when it comes to procuring technology services	23%
Other - please specify	0%
Don't know	8%

QUESTION: In your opinion, what are the biggest priorities for your organisation when dealing with cybercrime? Please tick all that apply.

Answer	Percentage
The provision of resources	50%
Updating skills	42%
Modernising technology	58%
Reviewing/renewing our cybercrime strategy	8%
Increased direction/guidance from government	0%
Other - please specify	8%
Don't know	17%

QUESTION: Is your current ICT infrastructure fit for purpose to support transformation in policing?

Answer	Percentage
Completely ready	13%
Almost ready	27%
Partially ready	33%
Not ready	7%
Don't know	20%

QUESTION: If you answered 'Partially ready' or 'Not ready' with regard to supporting transformation, in which of the following areas of your ICT infrastructure do you feel most unprepared? Please tick all that apply.

Answer	Percentage
Data security environment	40%
Network capacity and speed	80%
Network resilience and modernity	60%
Internal skills and capabilities	40%
Flexible and mobile policing	40%
Collaborative working	20%
Social media best practice	20%
Other - please specify	0%
Don't know	0%

QUESTION: Of the following, which would you identify as being the single most important factor driving your technology journey?

Answer	Percentage
Reducing operating costs	0%
Increasing staff and operational efficiency	50%
Improving service provision to the public	34%
Adopting the police cloud-first strategy	8%
Aligning with Digital First programme for Unified Justice	0%
Aligning with Digital Intelligence and Investigation	0%
Aligning with Digital Public Contact	0%
Other - please specify	8%
Don't know	0%

GRID QUESTION: In your opinion, which of the following poses the greatest barrier to your organisation embracing transformation in policing? Please rate each option from 1 to 5, where 1 is not a barrier and 5 is a significant barrier.

Insufficient budget

Answer	Percentage
1	8%
2	8%
3	8%
4	42%
5	34%

Insufficient staffing resources

Answer	Percentage
1	0%
2	17%
3	33%
4	25%
5	25%

Lack of necessary in-house skills

Answer	Percentage
1	0%
2	25%
3	33%
4	25%
5	17%

Conflicting IT priorities

Answer	Percentage
1	0%
2	31%
3	31%
4	23%
5	15%

External forces such as legislation and changes to Government Agenda

Answer	Percentage
1	0%
2	17%
3	42%
4	33%
5	8%

Difficulties migrating from legacy systems

Answer	Percentage
1	8%
2	25%
3	25%
4	25%
5	17%

Lack of guidance/support from technology partners

Answer	Percentage
1	8%
2	17%
3	59%
4	8%
5	8%

Compliance with Policing security standards

Answer	Percentage
1	8%
2	17%
3	41%
4	17%
5	17%

GRID QUESTION: Please state which of the following your organisation prioritises with regard to increasing efficiency and productivity? Please rate each option from 1 to 5, where 1 is not a priority and 5 is your biggest priority.

Enabling police in the field to work flexibly from anywhere, any time

Answer	Percentage
1	9%
2	0%
3	9%
4	9%
5	73%

Increasing opportunities for easy collaboration locally, regionally and nationally

Answer	Percentage
1	8%
2	8%
3	42%
4	34%
5	8%

Moving to a Cloud or Hybrid model to aligned with Policing Cloud First strategy

Answer	Percentage
1	0%
2	18%
3	46%
4	18%
5	18%

Providing officers with real time information where and when they need it

Answer	Percentage
1	9%
2	9%
3	0%
4	27%
5	55%

Working with partners to identify efficiency and productivity gains

Answer	Percentage
1	9%
2	9%
3	55%
4	27%
5	0%

QUESTION: How ready is your organisation to implement the technology that enables the use of digital evidence? (for example CCTV footage, digital/phone records, transferring data from drones)

Answer	Percentage
Completely ready	9%
Almost ready	55%
Partially ready	27%
Not ready	0%
Don't know	9%

QUESTION: If your organisation is not completely ready, what is preventing you from implementing the technology to enable use of digital evidence? Please tick all that apply.

Answer	Percentage
Insufficient budget	50%
Insufficient staffing resources	38%
Lack of necessary in-house skills	38%
Conflicting IT priorities	50%
Lack of network capability	25%
Security concerns	0%
Other - please specify	25%

GRID QUESTION: To what extent do you agree your organisation:

Is meeting collaboration objectives set out in the Policing Vision

Answer	Percentage
Strongly agree	27%
Agree	46%
Disagree	27%
Strongly disagree	0%

Has the right mix of skills and experience to implement your technology roadmap

Answer	Percentage
Strongly agree	0%
Agree	50%
Disagree	30%
Strongly disagree	20%

Is able to respond to public expectations for online services and different channels of engagement

Answer	Percentage
Strongly agree	0%
Agree	55%
Disagree	45%
Strongly disagree	0%

QUESTION: Since the publication of the Policing Vision in 2015, which of the following best represents the stage at which your organisation is currently?

Answer	Percentage
We are aware of the Policing Vision but have not begun to respond yet	0%
We are at the early stages of our response with regard to the Policing Vision	15%
We have almost completed our response to the Policing Vision	55%
We have completed our response to the Policing Vision	18%
Other - please specify	0%
Don't know	9%

GRID QUESTION: In your opinion, which of the following are most important with regard to digital policing now and in the future?

To further enable collaboration and information sharing

Answer	Percentage
Very important	80%
Somewhat important	20%
Not very important	0%
Not at all important	0%

To facilitate a consistent approach to how ICT is rolled out organisation-wide

Answer	Percentage
Very important	40%
Somewhat important	50%
Not very important	10%
Not at all important	0%

To deliver greater efficiencies and boost productivity

Answer	Percentage
Very important	70%
Somewhat important	30%
Not very important	0%
Not at all important	0%

To enable greater multi-agency working and better protect the public

Answer	Percentage
Very important	70%
Somewhat important	30%
Not very important	0%
Not at all important	0%

To align with the Unified Justice Vision

Answer	Percentage
Very important	50%
Somewhat important	30%
Not very important	20%
Not at all important	0%

GRID QUESTION: Of the following emerging technologies, which of these have already been implemented within your organisation and which would be beneficial for the future?

AI (Artificial Intelligence) or Machine Learning

Answer	Percentage
Currently implemented	10%
Beneficial for the future	80%
Don't know	10%

IoT (Internet of Things)

Answer	Percentage
Currently implemented	10%
Beneficial for the future	70%
Don't know	20%

VR (Virtual Reality)

Answer	Percentage
Currently implemented	0%
Beneficial for the future	80%
Don't know	20%

Big Data

Answer	Percentage
Currently implemented	10%
Beneficial for the future	80%
Don't know	10%

Software defined networking

Answer	Percentage
Currently implemented	10%
Beneficial for the future	70%
Don't know	20%

Cloud Communication Systems

Answer	Percentage
Currently implemented	40%
Beneficial for the future	50%
Don't know	10%

Drones

Answer	Percentage
Currently implemented	100%
Beneficial for the future	0%
Don't know	0%

Next generation GPS technology

Answer	Percentage
Currently implemented	20%
Beneficial for the future	80%
Don't know	0%

Automated facial recognition (AFR)

Answer	Percentage
Currently implemented	10%
Beneficial for the future	80%
Don't know	10%

QUESTION: How confident are you that your organisation is aware of the security standards required for emerging technology such as SD WAN?

Answer	Percentage
Completely confident	10%
Very confident	20%
Fairly confident	70%
Somewhat confident	0%
Not at all confident	0%

QUESTION: Have you been awarded funding from the Police Transformation Fund for projects in 2020?

Answer	Percentage
Yes	10%
No	90%

QUESTION: Which of the following areas are most important to your organisation when considering the role of a technology partner? Please tick all that apply.

Answer	Percentage
Ongoing partnership providing training and support	30%
Deep knowledge of policing challenges	50%
Experience in the Police sector	50%
Ability to provide a fully managed service	40%
Value for money	90%
Agility and responsiveness	80%
Proactive service	30%
A trusted partner	80%
Co-piloting future digital roadmap	20%

Appendix two: Participating organisations

Avon and Somerset Constabulary

Metropolitan Police Service

Lancashire Police and Crime Commissioner

North Wales Police

Cambridgeshire Constabulary

Norfolk Constabulary

Leicestershire Police

Staffordshire Police & Crime Commissioner

Dorset Police

Cumbria Constabulary

Surrey Police

Bedfordshire Police

Staffordshire Police

Thames Valley Police

Mayors Office for Policing and Crime

Derbyshire Constabulary

Staffordshire Police & Crime Commissioner

iGOV survey

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