



# **City of London Police**

## **Data Strategy 2025 – 2030**



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## Commissioner's Foreword



I am delighted to present City of London Police's Data Strategy for 2025-2030.

The purpose of this strategy is to set out how City of London Police intend to harness the power of data to continue to improve our services in response to the needs of all our communities, whilst ensuring that we do so in a secure, ethical and accountable way that safeguards public trust and confidence.

Harnessing the power of data will enable us to better understand crime trends and patterns so we can improve our understanding of current and future demand and allocate our resources effectively and efficiently in response to the needs of our communities in line with our Policing Plan priorities. Effective use of data will improve our decision-making at all levels, enabling us to identify, understand and solve problems strategically, tactically and operationally, including taking a preventative approach to tackling crime and disorder.

The City of London Police has already begun this journey and there is more for us to do.

This strategy sets out clear strategic objectives, supported by our values and a set of guiding principles, that will enable us to achieve our ambition of being a data-driven organisation. By integrating secure data systems, data quality processes, an empowered workforce, and innovative technology, we will ensure our use of data supports our mission of keeping communities safe and feeling safe, both in the City and online.

Pete O'Doherty

**Commissioner of the City of London Police**

## Data strategy on a page

### Vision

*A data-driven organisation that uses data – responsibly and ethically - to inform decision-making and continually improve our service to the public.*

### Values

Professionalism

Integrity

Compassion

### Guiding principles

Safe and  
secure

Ethical

Accessible

Efficient

Forward-  
looking

### Strategic objectives

#### Our platforms

Provide safe and  
secure data systems

We will provide a robust, resilient and secure data systems that protect sensitive information while enabling timely access to authorised personnel in a way that secures public trust and confidence.

#### Our processes

Produce high quality  
and accessible data

We will have accurate, timely, complete, and accessible data that enables confident data-led decisions and efficient use of resources.

#### Our people

Improve data culture  
and skills

We will have a data-driven culture where everyone takes responsibility for responsible data recording and develop data literacy and analytical skills that empower our workforce to make data-driven decisions, confidently.

#### Our potential

Prepare to harness  
emerging data and  
data-driven  
technology

We will be prepared to harness new and emerging data technologies and analytical tools so we can unlock new capabilities and optimise resources in line with our strategic priorities.

## About this Strategy

### The importance of data in policing

Data refers to *information - the facts, figures or details that describe the world around us - collected to be examined and used to increase our knowledge about a subject and help our decision-making.*<sup>1</sup> As the creation of data and data-driven technologies continues to grow exponentially, data is increasingly recognised as a vital strategic asset to policing, which – used responsibly - can improve police effectiveness, efficiency and legitimacy.<sup>2</sup>

Effective use of data can improve police **effectiveness** by informing police decision-making at all levels, including helping us to innovate and continually improve the service we provide to the public. *Operationally* it can help us identify patterns to anticipate where crimes are likely to happen and use this to target patrols, enforcement and preventative activity, including identifying high-risk offenders, supporting victims and safeguarding those most vulnerable from harm. *Tactically* it can help us to track and review the effect of policing and partner activity and use this information to improve performance, including shifting to more preventative types of policing. *Strategically* it can help us and our partners to predict emerging challenges and understand what responses work best so we can develop the capabilities we need to address them now and in the future.

Effective use of data can also improve police **efficiency** by ensuring that police presence and resources are directed to where they are most needed, reducing duplication and increasing productivity by freeing up officer time to focus on achieving our priorities.

Finally, effective use of data can improve police **legitimacy** – public trust and confidence - by providing the public with more transparent information about policing activity and the evidence behind it, including how we are responding to the issues that matter to them. It can also help us to identify if and how crime and policing is affecting different groups of people differently and take action to address any disparities.

Ineffective use of data can also, however, present risks. Policing creates, stores, handles and transfers a large amount of information, much of which is of a sensitive nature. Using data badly, or compromising its security, can cause harm and undermine public trust and confidence in policing. Use of data, therefore, must be collected, used and shared in a consistent, legal and ethical way, governed by robust information management arrangements, and used by people with the right knowledge and skills, so people are safe and public trust and confidence is retained.

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<sup>1</sup> This definition combines definitions from the Cambridge Dictionary, the government's National Data Strategy and HMICFRS's report on performance management.

<sup>2</sup> The Police Foundation's 'The Power of Information' report provides further context and examples. <https://www.police-foundation.org.uk/wp-content/uploads/2010/10/power-of-information-FINAL.pdf>



## The purpose of this strategy

The purpose of this document is to clarify how the City of London Police will continue to build on the progress we have made so far by setting out our strategic approach to becoming a data-driven organisation, in support of our Policing Plan priorities.

Our approach includes an ambitious vision of *what* the City of London Police wants to achieve, and clear plan - supported by our values and a set of guiding principles - for *how* we intend to achieve it. This strategy will provide a focus for mobilising the organisation in support of this vision, support implementation of wider force strategies,<sup>3</sup> and provide a clear set of commitments that we can be held to account for delivering.

The primary audience for this strategy is City of London Police officers and staff, including contractors, suppliers and partners who process the City of London Police's information so they can understand the benefits of effective use of data, our plans for improving its use, and the need for everyone to take personal responsibility for its responsible use. The strategy is also written for the benefit of wider partners and stakeholders, so they can understand and have confidence in our approach and hold us to account for delivering on the commitments set out in it.

## How this strategy was developed

Our strategy was informed by national strategies, plans and reports, as well as our own understanding of where our approach to data needs to improve.

The government's National Data Strategy<sup>4</sup> sets out its plans for driving the UK in building a world-leading data economy while ensuring public trust in data use. Whilst not focussed on policing specifically, it sets out the intention for businesses and organisations - including the public sector - to harness the power of data to innovate, boost productivity and improve public services. The strategy includes four pillars of effective data - data foundations, data skills, data availability and responsible data - which have informed the development of our guiding principles and objectives.


The National Police Chiefs Council's Digital, Data and Technology Strategy<sup>5</sup> sets out how vital it is for policing to respond to the evolving demands on the service due to the pace of technological innovation and the exponential growth of data, including harnessing the opportunities and addressing the challenges that they bring. It identifies data as one of the fundamental enablers required to create a modern police service and actions for how

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<sup>3</sup> For example, our Neighbourhood Policing and Engagement Strategy 2024-25 [City of London Police - Our People - Equity, Diversity and Inclusion Strategy 2024-2027](#)

<sup>4</sup> [National Data Strategy - GOV.UK \(www.gov.uk\)](#)

<sup>5</sup> [national-policing-digital-strategy-2020-2030.pdf \(npcc.police.uk\)](#)



to achieve this. Several of these actions - and their analysis of digital and data trends and 'policing futures framework' have informed our implementation plan deliverables.

The Police Foundation's 2024 report on how to unlock the potential of digital, data and technology in policing makes recommendations for how to address some of the challenges policing faces in unlocking the power of information to drive better policing.<sup>6</sup> These recommendations – particularly those on developing specialist skills and improving data literacy – are reflected in our own objectives and deliverables.

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services' (HMICFRS) 2023 thematic report on police performance found that the police were not collecting data about all the things they should be, and where they did, they weren't accurately and consistently analysing it.<sup>7</sup> They also found that too many forces made major strategic and operational decisions based on poor and often simplistic data and analysis, which was affecting their ability to plan well for the future and improve.

HMICFRS's 2021/22 PEEL inspection of City of London Police found that we had poor data processes, lacked analytical capacity and needed to improve our use of data analytics. Since then, we have made significant progress on improving our data capability, including the creation of a Data Lab responsible for collating, storing and managing data and integration of Power BI (Business Intelligence) and analytics into our governance, business planning and tasking and co-ordination processes. Our new reporting and analysis platform for fraud and cybercrime will use machine learning and innovative technology to create efficiencies in our processes and provide a more effective service for victims. However, we know from the risks identified through our business planning process, and through consultation with our workforce on our Policing Plan priorities, that our systems, processes and culture do not yet enable us to consistently make the best use of the data we have, so its value as a strategic asset is not yet fully realised.

We carried out a 'data maturity assessment' to help us understand our capability, effectiveness and readiness to use data and identify areas for improvement. The assessment found that whilst we had information governance arrangements in place, with improvements to data use and thinking, we still had more to do to improve data quality processes and standards. The findings have informed the objectives in this strategy and will serve as a useful baseline for measuring progress.

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<sup>6</sup> [power-of-information-FINAL.pdf \(police-foundation.org.uk\)](#)

<sup>7</sup> [Police performance: Getting a grip - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectors.gov.uk\)](#)

## Our strategy

Our strategy sets out a clear vision and a set of objectives for how we intend to achieve it, underpinned by our values and guiding principles. The strategy is supported by a high-level implementation plan (*Appendix A*) outlining the actions we will take to achieve our objectives, and a set of performance indicators (*Appendix B*) to help us to monitor and assess how far we have achieved our objectives.

## Vision

Our vision is *to be a data-driven organisation that uses data – responsibly and ethically - to inform our decision-making and continually improve our service to the public.*

## Values

The City of London Police live by a set of values that drive how our officers and staff interact with each other and the public, and how we work together to achieve the ambitions set out in this strategy and our wider Policing Plan.

### Professionalism

Professionalism refers to doing things correctly in a timely manner and taking pride in everything we do. An example of demonstrating professionalism in practice, in the context of this strategy, would be police officers and staff recording the right information, in the right way, and at the right time, to ensure it is available and reliable.

### Integrity

Integrity refers to being trustworthy, honest and doing the right thing. An example of demonstrating integrity in practice, in the context of this strategy, would be police officers and staff ensuring that data is generated, stored and used in a way that is consistent with legislation, regulation and good practice.

### Compassion

Compassion refers to making sure our communities receive the best possible service and that our officers and staff act with humanity and kindness. An example of demonstrating compassion in practice, in the context of this strategy, would be analysing data to understand the different needs and experiences of the City's diverse communities and using these insights to continually improve our service to the public, in line with our equity, diversity and inclusion strategy.<sup>8</sup>

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<sup>8</sup> [City of London Police - Our People - Equity, Diversity and Inclusion Strategy 2024-2027](#)





## Guiding principles

Implementation of our strategic objectives will be underpinned by a set of guiding principles - informed by national strategies and guidance - to ensure we have the best chance of achieving our vision.

- **Safe and secure.** Keep people's data safe, ensuring the right people are using it for the right reasons, in line with legislation, governance arrangements and information management principles.<sup>9</sup>
- **Ethical.** Collect, use and share data in a consistent, fair and ethical way – in line with our values and equality duties - that keeps people safe and maintains the trust and confidence of the public.
- **Accessible.** Give our people the right information, in the right place at the right time, in a format they can use, to improve our service to the public – including sharing data with partners as appropriate.
- **Efficient.** Simplify, streamline and integrate data systems and processes to improve productivity (e.g. reduce time, effort and duplication) and keep costs down.
- **Forward-looking.** Develop data systems and processes with the future in mind so they can leverage and integrate new data-driven technologies (like automation, machine learning and artificial intelligence) in line with data ethics principles.

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<sup>9</sup> For example, the **Data Protection Act 2018** <https://www.legislation.gov.uk/ukpga/2018/12/contents> and the College of Policing **Code of Practice for the Management of Police Information** <https://www.college.police.uk/guidance/police-information-and-records-management-code-practice>



## Strategic objectives

To achieve our vision, in line with our values and guiding principles, we have identified four strategic objectives, each supported by set of clear actions.

### 1. Our platforms: Provide safe and secure data systems

We will provide robust, resilient, and secure data systems that protect sensitive information while enabling timely access to authorised personnel in a way that secures public trust and confidence. To achieve this objective we will:

- **Cybersecurity and compliance:** Ensure data infrastructure complies with national standards, including the National Cyber Security Centre (NCSC) and GDPR, minimising the risk of breaches and protecting sensitive information.
- **Data governance:** Develop and implement data governance policies that define clear and accountable roles, responsibilities, and access controls, ensuring data is managed and protected consistently across the organisation.
- **Data integration:** Facilitate efficient data integration across platforms, enabling seamless data sharing while maintaining data security and privacy.

### 2. Our processes: Produce high quality and accessible data

We will have accurate, timely, complete, and accessible data that enables confident data-led decisions and efficient use of resources. To achieve this objective, we will:

- **Data quality assurance:** Develop rigorous quality assurance processes at all stages of data-handling to identify and rectify data inaccuracies and reduce risks, operational inefficiencies and decision-making errors associated with data use.
- **Accessibility and usability:** Create data standards, terminology and products (e.g. PowerBI dashboards) that enhance accessibility and usability, allowing officers and staff to extract meaningful insights from data with minimal friction.
- **Data lifecycle management:** Establish a data lifecycle framework to manage data from creation to disposal, ensuring outdated or irrelevant data is effectively archived or removed, reducing storage costs and enhancing operational clarity.



### 3. Our people: Improve data culture and skills

We will have a data-driven culture where everyone takes responsibility for responsible data recording and develop data literacy and analytical skills that empower our workforce to make data-driven decisions, confidently. To achieve this objective we will:

- **Data literacy:** Implement comprehensive learning programmes to enhance data literacy across all levels, ensuring that every staff member understands data's role in policing and can interpret and use data appropriately.
- **Analytical skill development:** Provide targeted training for advanced data analysis skills, focusing on areas like predictive analytics, statistical analysis, and geographic data mapping to support specialised roles.
- **Data champions:** Establish a network of 'Data Champions' across departments to advocate for data best practice, facilitate knowledge sharing and ensure consistent data handling and application across the organisation.

### 4. Our potential: Prepare to harness emerging data and data-driven technology

We will be prepared to harness new and emerging data technologies and analytical tools so we can unlock new capabilities and optimise resources in line with our strategic priorities. To achieve this objective, we will:

- **Technology scanning and evaluation:** Establish a formal process for scanning, assessing, and adopting new technologies like artificial intelligence, machine learning, and big data platforms that could enhance operational effectiveness.
- **Data partnerships and collaboration:** Foster partnerships with external agencies, research institutions, and technology providers to explore collaborative data opportunities, share best practice and access emerging expertise.
- **Readiness for future innovations:** Develop scalable infrastructure and policies that support rapid deployment of new data tools and techniques, ensuring the organisation can respond quickly to technological advances.



## Implementing our strategy

City of London Police's Data Strategy will be implemented over a five-year period. A high-level implementation timeline is at *Appendix A*.

### Programme management

City of London Police has established a Data Improvement Programme (DIP) to implement the plan underpinning this strategy, including a programme of cultural change to transform the way data is perceived and used across the organisation. The purpose of CoLP's DIP Board is:

1. To deliver a programme of cultural change to transform the way data is used in CoLP
2. To ensure delivery of the strategic objectives of the CoLP Data Strategy
3. To drive the successful delivery of the CoLP Data Improvement Programme Delivery Plan, which incorporates the CoLP Data Strategy Action Plan, and Police Digital Service Data maturity assessment recommendations
4. To monitor the delivery of the overall programme plan including workstream delivery plans, benefits realisation, risk and issue mitigation
5. To bring together current initiatives and projects contributing to data improvement into a coordinated programme.
6. To champion data improvement across the Force, highlight issues and propose solutions to Strategic Change Board and Chief Officer Team
7. To provide business case justification to Strategic Change Board and Chief Officer Team for additional investment required to successfully deliver the Data Improvement Programme

Our Chief Operating Officer has overall accountability for implementation of the programme objectives, with senior officers and staff, and delivery partners, responsible for implementing individual workstreams (aligned to our strategic objectives). Programme delivery activity for actions in the strategy is either currently being mobilised or already in progress. The Programme Board will regularly review the strategy's objectives against local and national objectives, and financial constraints, to ensure continued alignment.



## **Governance arrangements**

The City of London Police already has robust data security arrangements in place to ensure the force is fulfilling all its statutory obligations and managing any data risks. The Commissioner takes on the Data Controller role for the force and the Data Protection Officer function is taken on by our Director of Information.

Our Digital Data & Technology Board (DDaT Board), chaired by the force's Senior Information Risk Owner (SIRO) and attended by the force's Information Asset Owners, provides wider strategic oversight of force data and security obligations. The force is also establishing a dedicated 'data quality working group' to monitor data quality across the force and resolve any emerging issues, reporting directly to DDaT Board. Additionally, an AI Sub-Group has been formed to address the specific challenges and opportunities associated with artificial intelligence, ensuring the ethical and effective use of AI within the force. The DDaT Board also recognises the potential need for other sub-groups as part of a diverse approach to meeting our governance objectives, enabling a flexible and comprehensive response to evolving requirements.

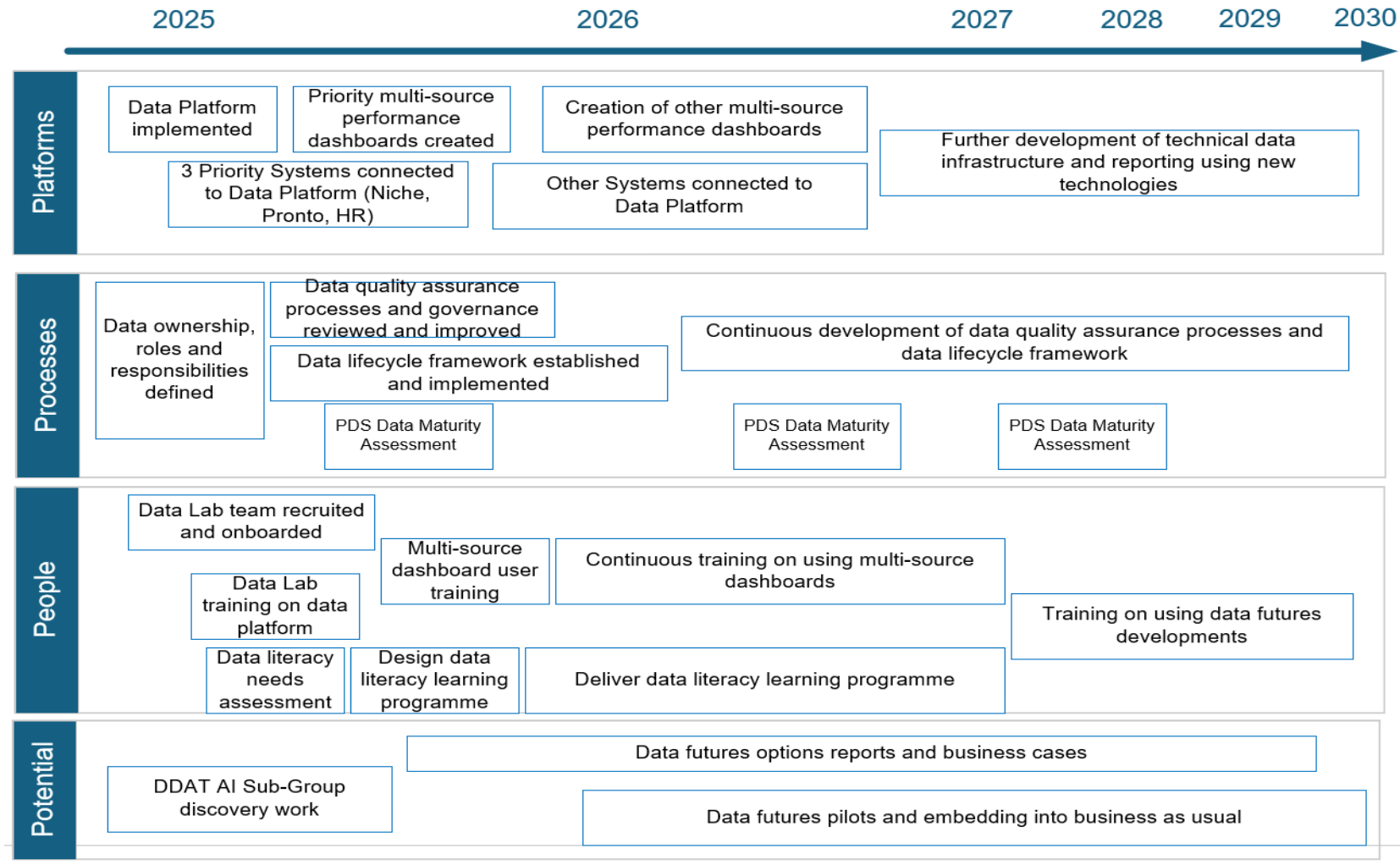
Delivery of this strategy – including monitoring progress and managing risks and issues - is managed through the DIP Board, chaired by the Chief Operating Officer. This Board will report into two of City of London Police's strategic governance Boards; DDaT and the Strategic Change Board (SCB). Several tactical meetings will feed into the work of the DIP, including the force's Strategy Delivery Group, People Delivery Group, Platform Delivery Group and the Futures Delivery Group.

## **Measuring our success**

We will measure the success of this strategy through a mixture of quantitative and qualitative metrics that will enable us to monitor the outcomes of our plan as well as its implementation. We already measure a range of relevant metrics - for example regarding data security and data quality - through our DDaT Board. We will also repeat the Police Digital Service's 'data maturity assessment' at intervals throughout the life of this strategy with the aim of moving from 'reactive' (2023 baseline) to 'proactive' in 2028, and to 'managed' by 2030 (see *Appendix B* for more detail on the assessment ratings). We will also survey our staff about their data confidence, access, knowledge and application throughout the life of this strategy. *Appendix C* sets out the framework we will use to monitor progress and assess our success at achieving our objectives. The DIP programme will use this framework to provide regular progress reports to DDaT Board.



# Appendix A: Data Strategy implementation timeline



## Appendix B: Data maturity assessment

Rating	Guidance
0	<b>Unaware</b> , the organisation has no understanding of the relevance or importance of this element
1	<b>Aware</b> , few processes other than those required by legal demands or regulation exist within the organisation, ad hoc efforts with very low levels of trust
2	<b>Reactive</b> , some processes are emerging, not monitored and regularly worked around, data quality checks are done ad hoc, the idea of standards are starting to emerge but normally in response to an issue faced or direct data breach. Activities tend to be functional and not consistently applied across the organisation
3	<b>Proactive</b> , processes developed with limited authority; a more consistent cross functional approach to data management has started and governance of data begins to emerge. Starting to get ahead of the curve but there still seems like a long way to go.
4	<b>Managed</b> , information governance is in place and functions at enterprise level, stewards and champions are working together. A cohesive framework is developing which is communicated, understood and embedded. Continuous data improvement is evident with data thinking embedded in all activities.
5	<b>Optimised</b> , the majority of information assets, including external sources, are inventoried. Information is advocated across the business, demonstrated through enablement and value generation. Transformative data is used internally and externally to enhance business performance. True partnerships with customers and suppliers are embedded and the data landscape is trusted and agile.

## Appendix C: Data Strategy Performance Framework

Strategic objective	Outcome measures
<p><b>Our platforms: Provide safe and secure data systems</b></p> <p>We will provide robust, resilient, and secure data systems that protect sensitive information while enabling timely access to authorised personnel in a way that secures public trust and confidence.</p>	<p>Achieve ‘managed’ status across all data maturity assessment areas by March 2030</p> <p>A suite of data security metrics are in development and will be monitored through DDaT Board</p>
<p><b>Our processes: Produce high quality and accessible data</b></p> <p>We will have accurate, timely, complete, and accessible data that enables confident data-led decisions and efficient use of resources.</p>	<p>Achieve ‘proactive’ status across all data maturity assessment areas by March 2028 achieve ‘managed’ status across all data maturity assessment areas by March 2030.</p> <p>A suite of data quality and accessibility metrics are in development will be monitored through DDaT Board</p> <p>Our workforce feel they have access to the data they need to inform their work (measured at least annually through the staff survey or alternative poll).</p>
<p><b>Our people: Improve data culture and skills</b></p> <p>We will have a data-driven culture where everyone takes responsibility for responsible data recording and develop data literacy and analytical skills that empower our workforce to make data-driven decisions, confidently.</p>	<p>Achieve ‘proactive’ status across all data maturity assessment areas by March 2028 achieve ‘managed’ status across all data maturity assessment areas by March 2030.</p> <p>Our workforce feel they are confident using data to inform their work (measured at least annually through the staff survey or alternative poll).</p>
<p><b>Our potential: Prepare to harness emerging data and data-driven technology</b></p> <p>We will be prepared to harness new and emerging data technologies and analytical tools so we can unlock new capabilities and optimise resources in line with our strategic priorities.</p>	<p>Achieve ‘proactive’ status across all data maturity assessment areas by March 2028 achieve ‘managed’ status across all data maturity assessment areas by March 2030.</p> <p>Data is used effectively to inform and evaluate change proposals (measured through submissions to Strategic Change Board)</p>