

Chief Constables' Council

Please select intended audience: Chief Constables Council

Title: National Policing Information Technology Reform Strategy & Roadmap

Agenda Item: Session 1 – Regional

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Force/Organisation:	Merseyside Police, DDaT Chair
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Coordination Committee:	DDaT
Portfolio:	DDaT
Attachments @ Para	Annexes 1-6

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When completing the Chief Constables' Council submission template the below 3D model agreed at the December 23 meeting should be reviewed and the paper written against for completion and final submission to the respective Coordination Committee and then onward to the NPCC Business Support team managing Chiefs' Council via CCC ccc@npcc.police.uk

Decision	Discussion	Dissemination
<ul style="list-style-type: none"> • If the item is for decision, what is/are the decision(s) that are sought from council? • Has it been through the relevant Committee first? Is the decision appropriate for delegation? • Has it been through the Regional process? 	<ul style="list-style-type: none"> • If the item is for discussion, is it for discussion with Chief Constables, all Chief Officers, Heads of Departments, a particular Committee? • If it is for a group other than Chief Constables, use the relevant forum. If it is for Chief Constables, be clear on the points for discussion. 	<ul style="list-style-type: none"> • If the item is for information only, who is it for? Can it be disseminated via another route than CCC, such as ChiefsNet, email, or an All Chief Officers Day? • If it is purely for Chief Constables, be clear on why it needs to come to CCC for dissemination.

Please indicate what the paper is requesting: **Decision**

1. INTRODUCTION/PURPOSE

The National Policing Information Technology Reform Strategy (NPITRS) was developed June - October 2025 and presented at DDaT CC on the 20/10/25. The National Technology Board has been engaged throughout development of the strategy with representatives engaged weekly and the final version was presented for NTB feedback on the 07/10/25.

Following presentation and support at DDaT CC, the Strategy is coming to CCC for endorsement and agreement that it sets the right direction for Policing IT.

2. BACKGROUND

The National Policing Digital Strategy (NPDS) outlines the strategic direction and digital ambition for policing. This strategy, the National Policing Information Technology Reform Strategy (NPITRS), sets out what, when and how policing can deliver the digital ambition through transforming information technology (IT).

The NPITRS sets out the vision and direction to build critical technology capabilities for policing over the next 5-10 years. The vision is: *to deliver a business-led, integrated and secure IT provision for policing that enables us to police effectively today and tomorrow through modern capabilities that exploit data, drive efficiencies and enable seamless collaboration*. The purpose of this strategy is to drive the following outcomes: Enhance public safety, improve value for money across IT spend and modernise and simplify a complicated technology estate, through its vision and roadmap.

This strategy outlines how national policing IT can be transformed to strengthen core capabilities, drive operational effectiveness, and ultimately enhance public safety. This includes addressing critical challenges

faced today by police officers and support staff, converging technology and unlocking cost efficiencies and decreasing reliance on legacy technology.

This strategy sets out ten recommendations to achieve this vision. 1) Align to the national vision, 2) Take every opportunity to remove siloes and duplication, 3) Treat data as a strategic asset, 4) Establish strategic programmes to redesign core services, 5) Use Centres of Excellence for cloud, data & AI, 6) Empower local force solution development, 7) Develop a product marketplace, 8) Transform non-emergency public contact, 9) Place innovation and continuous improvement at the centre of all activities, and 10) Set up policing to operate in a collaborative ecosystem of partners and suppliers.

To deliver these recommendations, a high-level roadmap has been defined, outlining the key initiatives required. The roadmap comprises 3 phases that are: • Phase 1: Laying the Foundations for Modern Policing • Phase 2: Scaling & Transforming Policing Capabilities • Phase 3: Sustaining Innovation & Continuous Improvement

Across the three roadmap phases, the strategy aims to transform policing IT by establishing a secure, scalable multi-cloud infrastructure, maturing national capabilities through Centres of Excellence in Cloud, AI, and Data, and streamlining systems and governance. Technical debt is addressed through consolidation and centralisation, while improved integration enables seamless collaboration with partners. As infrastructure modernisation completes, focus shifts to continuous optimisation and innovation, empowering forces to leverage advanced technologies for better public safety outcomes.

There are several conditions that must be in place to enable the success of the NPITRS&R. These include strong national governance, sustainable funding, and a transformation mindset embedded across policing. Forces must feel ownership of the vision, supported by clear communication and practical central guidance. A structured and skilled workforce aligned with the proposed technological changes is essential, alongside proactive market engagement to unlock innovation through partnerships.

Finally, the roadmap must be actively owned and continuously refined. Whilst the collective ownership of the strategy sits with DDaT CC appointing a clear owner to driving the strategy forward is key, identifying early wins to build momentum, and organising initiatives into focused transformation programmes that deliver meaningful outcomes for the public.

3. SUMMARY OF PROPOSAL/REQUEST FOR FUNDING

This should also include which stakeholders internal/external have been consulted on and any possible impact assessment (i.e. officer / staff abstraction or local resource required) which may apply.

The Strategy was reviewed and endorsed at DDaT 20/10/2025.

The National Policing Information Technology stakeholder landscape is a complex ecosystem across police forces, NPCC, APCC, the Home Office and PDS. Incorporating the perspective and insight across each of these organisations formed a critical part of the development of the strategy and roadmap.

Scope: This strategy includes the policing technology across England & Wales. Noting that Police Service of Scotland and National Operations i.e. ****S23****, CT Policing and ROCUs are out of scope for this work, however, have been consulted as part of our stakeholder engagement approach.

Working group: A working group comprised of representatives across these areas was established and met weekly to co-create, assure, challenge and feedback on each component of the IT strategy and roadmap, reflecting the views of their respective areas and organisations and ensuring alignment between this strategy, the National Police Digital Strategy and other key strategies.

Leadership: An executive steering group, comprised of leaders across the national technology ecosystem, provided a strategic steer on key decisions and alignment to their respective initiatives, priorities and organisations.

Local force perspective: National Technology Board (NTB) have reviewed and provided feedback on the strategy and roadmap. NTB representatives will play a critical role in supporting the delivery of this strategy to their respective forces to realise the vision for 2035.

Industry engagement: The key headlines from the strategy were shared with policing technology suppliers to understand industry’s perspective and role in support of the strategy.

Individual engagement: Over 80 individual national and local policing technology stakeholders have been engaged with throughout the 16 weeks to support with the development of the strategy and roadmap, providing insight and lessons learned and ensure organisational perspectives and priorities are reflected to help shape a strategy that meets the needs of both national and local policing and delivers the right outcomes for police officers and staff.

This should include a statement of which NPCC Coordination Committee is submitting this paper and when it was approved.

4. STATEMENT/DETAILS OF COST OR RESOURCE IMPLICATIONS (All papers which have a funding request or implication (i.e. resource abstraction) will need to be reviewed by the NPCC Finance Coordination Committee before submission to the NPCC central office) – Finance Committee Coordinator will provide financial contribution per force / partner organisations.

Funding and Financial Implications (NPCC/Forces):

Is there a financial implication for Police Forces and/or policing bodies? **No**

Why? The strategy proposes recommendations and initiatives which will have cost savings. High level ROM costs and benefits have been made for all initiatives. Full funding implications have not yet been fully assessed and therefore no conclusions drawn regarding the funding sources for initiatives e.g. central funding mechanisms vs. local Force implications. Funding analysis and recommendations is a key next step following approval of this work.

If there is a financial implication, has this been costed? **No**

Who has verified these financial implications/figures?

Name: Click or tap here to enter text.

Organisation: Click or tap here to enter text.

Title/Role: Click or tap here to enter text.

<u>Funding Required</u>	2025/26 (£)	2026/27 (£)	2027/28 (£)	Total
<i>Revenue Expenditure</i>	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
<i>Capital Expenditure</i>	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

<i>% Efficiency Saving</i>	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Total	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

Benefits	2025/26 (£)	2026/27 (£)	2027/28 (£)	Total
<i>Revenue Benefits</i>	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
<i>Capital Benefits</i>	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Total	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

Reserves Held	2025/26 (£)	2026/27 (£)	2027/28 (£)	Total
<i>Reserves</i>	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Total Net	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

As an Appendix, please provide a breakdown of your funding request e.g. Pay Budget broken down by Officer Pay, Staff Pay, Overtime etc and Non-Pay Budget broken down by Travel Expense, ICT, Rent/Rates, etc

Please provide details of financial liability, alternative funding streams, Home Office, Reserves etc relevant to the above:

Click or tap here to enter text.

Finance Coordination Committee Commentary:

Click or tap here to enter text.

Signed off by the Finance Committee Chair?	Choose an item.
Date:	Click or tap to enter a date.

Proposed NPCC Programme/Function End Date	Click or tap to enter a date.
Is there a closure/exit plan in place?	Choose an item.
Is there a financial liability to the NPCC at the end of the programme of work? E.g. Redundancy / Pension Strain Costs	Choose an item.

5. STRATEGY, DELIVERY AND BUSINESS PLANNING - Please provide details of the function/programme's most recent and/or proposed strategy (copy of finalised plan or detailed outline), business plan (including capability, resource etc) and delivery plan (specific deliverables including timeline and actions, for the lifecycle of the funding request. Indicate if these plans are in draft, proposed or agreed/signed off.

5.1. Strategy

Final agreed version provided.

5.2. Business Plan

N/A

5.3. Delivery Plan

Final agreed version of the roadmap provided.

6. OPPORTUNITIES AND RISK – What are the strategic, operational and/or tactical opportunities, benefits and risks associated with the funding request and the proposed strategy/deliverables outlined above?

6.1. Opportunities

Enhancing public safety; Improving Value for Money across IT Spend; Modernising and simplifying the Technology estate.

6.2. Benefits

Enabling local innovation by creating common platforms, shared standards, and secure national services, to free up time and resources for forces to focus on what they need. Better systems means better policing, where officers have the right information at the right time, and the public experience faster, more consistent, and more trusted services across the country.

6.3. Risks

The strategy won't be able to be successful without consideration of wider factors such as strong national governance & funding mechanisms, a skilled workforce, and a culture of transformation.

7. OPTIONS

N/A

8. CONCLUSION (incl DECISIONS REQUIRED)

Chiefs are given the opportunity to provide feedback on this paper now with the view to endorse for implementation at the main Chief's Council meeting within the DDaT session planned at the December meeting.

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Committee:	DDAT
Lead Area:	NPCC