

**Digital, Data and Technology
Co-ordinating Committee**

CHIEF CONSTABLES COUNCIL UPDATE

Wednesday 3rd December

Session 3

2.00 – 3:00pm



Digital, Data and Technology Co-ordinating Committee Update

Introduced by CC Rob Carden - 5 mins

- NPCC Innovation & Digital Summit, Merseyside, 20-22nd October 2025
- Tripartite Commissioning Review with Home Office/APCC including:
 - National Prioritisation Model
 - Portfolio & Financial Management
 - Enterprise Architecture Function
- Standard End User Computing Devices update (benefits/savings)

NPCC Innovation & Digital Summit October 2025



796
Confirmed
Attendance

299 different
organisations
attended
including 583
different roles

98%
Satisfaction
with the event
in delegate
feedback

69% Public
Sector v 31%
Industry
attendance

78% of delegates said
they will implement
something new as
result of the event



National Policing IT Reform Strategy & Roadmap

Introduced by Chief Supt Jon Malcolm (PECP Policing Lead) - 20 mins

Objective:

To seek approval from CCC for the National Policing Information Technology Reform Strategy & Roadmap, acknowledging the documented next steps.

Strategy Summary - Vision, Outcomes, Principles, Recommendations and Roadmap

A Bold Vision for National Policing Technology

NPITRS&R Vision 2035

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.

NPITRS&R Outcomes

Modernise Technology

Improve Value for Money for Technology Spend

Enhance Public Safety Outcomes

Principles Underpin the Vision and Guide the Strategy

- 1 Adopt a user-centred approach
- 2 Align investment decisions with strategic priorities
- 3 Treat data as a strategic asset
- 4 Interoperability and Common Standards
- 5 Modernise the technology landscape and manage tech debt
- 6 Information Security and Compliance
- 7 Leverage Platforms
- 8 Empower the workforce through upskilling and skill-aligned technology
- 9 Improve the speed of delivery
- 10 Harness the power of Artificial Intelligence for policing

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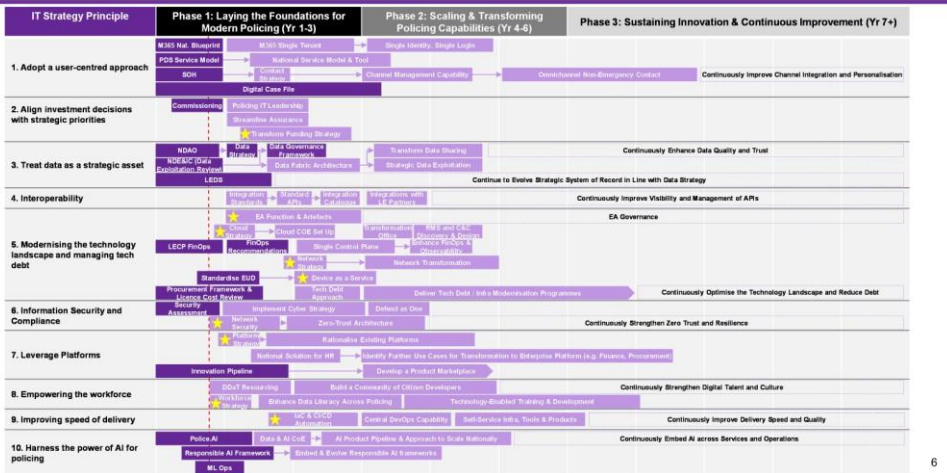
Recommendations

- 1 Align around the **defined national vision** for policing technology and data which will guide policing investment decisions.
- 2 **Modernise policing infrastructure** by taking every opportunity to remove silos, duplication and cost.
- 3 Treat **data as a strategic asset** that is managed consistently so that it can be accessed & used.
- 4 Establish strategic programmes to **re-design core services** for policing for the future.
- 5 **Leverage Centres of Excellence** for cloud, data & AI to scale successful solutions and drive innovation and operational efficiency.
- 6 **Empower officers and staff to develop solutions**, on national IT platforms, based on local priorities
- 7 **Develop a product marketplace** where forces can purchase products already in use across policing, or share products developed locally to share nationally
- 8 **Transform non-emergency contact** solution for the public.
- 9 Enable **scaled innovation** and continuous improvement.
- 10 Set up policing to operate seamlessly within a **collaborative ecosystem of partners and suppliers**.


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Roadmap

Key: ★ No Regret – Small-Medium Cost, High Benefit
 ○ Ongoing Initiatives ● New Initiative ○ New Initiative (Continued) → Transition to BAU
Note: The roadmap represents an indicative sequence of initiatives. All initiatives should be placed into a backlog, prioritised, and delivered iteratively using an agile approach to ensure flexibility and responsiveness to evolving needs.



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This is a strategy which sets the **National direction for Policing IT**, describing how we should address challenges such as technology debt and legacy systems. This is not a Business case or a funded delivery plan.

Feedback from Regional Chief Constables, APCC DDaT reps & NPCC Committee Chairs:



92% Support/Qualified Support from Regional feedback



Positive reception and endorsement at PCC DDaT representatives meeting



Positive reception and agreement on the strategy direction at NPCC Committee Chairs

Key feedback themes identified:

Greater funding & cost clarity required
– where will funding from the strategy come from

Clarity on Governance & accountability – e.g BLC are an important stakeholder

Ambitious timescales & plans
– need to balance long-term goals with short-term milestones

Alignment with existing strategies and local plans – links to NCOP and local force plans

Operational impact and benefits to frontline officers – Convey benefits through local “champions”

Technical feasibility of Policing to deliver – forces in varying states of readiness

Conditions for success



Strong National Governance & Funding Mechanisms



A Culture of Transformation



A Structured & Skilled Workforce



Forward-Thinking Market Engagement



Ownership of the Strategy & Roadmap

Next steps

- Continued alignment with Governance work including the National Prioritisation Model and the Strategic Tripartite Portfolio Management
- Confirm alignment of initiatives with existing programmes and strategic objectives (e.g PECP/Police.AI/Reform)
- Proceed with Business cases and investment options

With the approval of this strategy, ***nothing immediately changes*** at a local force level, however, technology decisions ***going forward*** should be made with this strategy in mind.

Chief Constables approval is essential to realise the benefits of the strategy over the next 10 years.

National Data Integration & Exploitation Service (NDIES) - Future State

Introduced by Chief Constable Chris Todd (NDAB Chair) and Daniela Pretelt-Harries (Home Office Data Reform Lead) - 25 mins

Objective:

- To present the outcome of the work done by the Home Office, Crime CC and NDAO to determine a national approach to Data Integration and Exploitation
- To gain agreement on the principles outlined within the presentation from all chiefs
- Agree timeline for initial work and that the team will revert back with a costed plan once allocations are known

The Future: Data Integration and Exploitation as a Threat Agnostic, National Capability

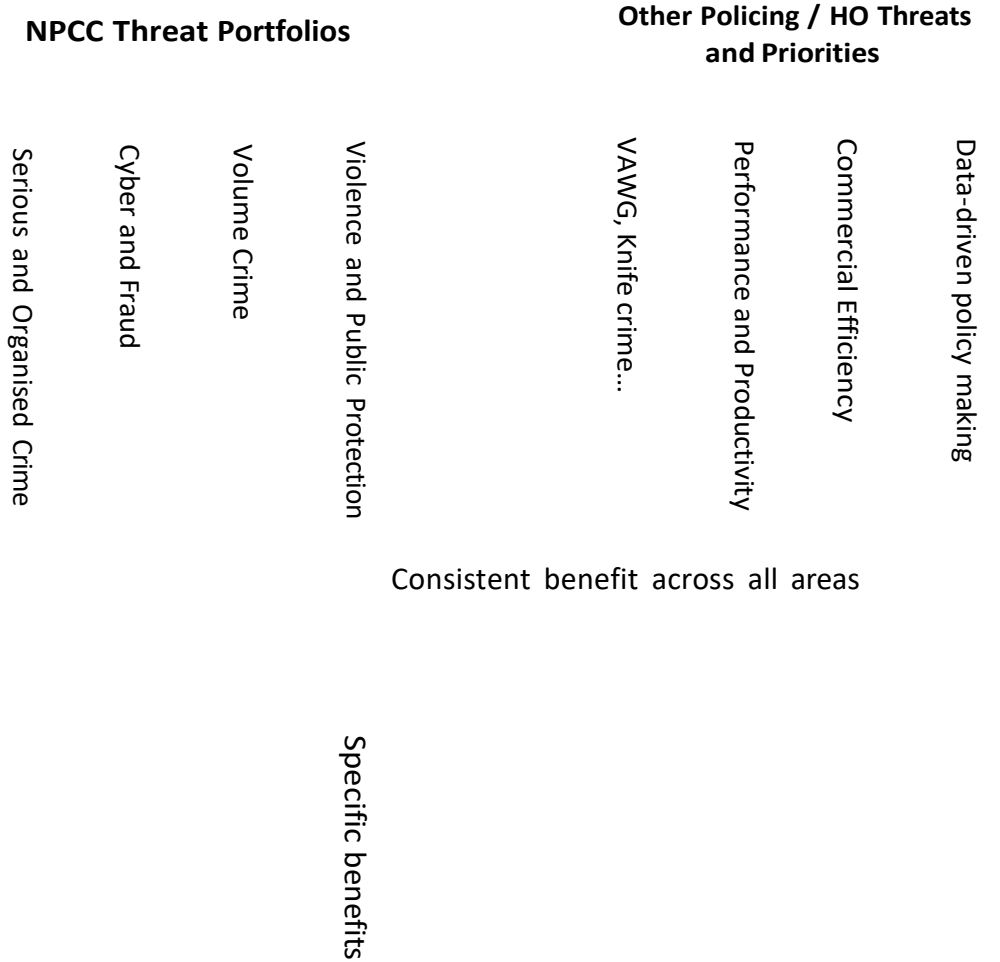
The consistent use of DI/DX capabilities as a capability will maximize operational value nationally, deliver efficiency and deconfliction, stronger ROI, and be applicable to any prioritized threat or policy area.

Local and regional initiatives have proven what can be achieved through investment in DI/DX, so we now need to look at how to

build this into long-term value to policing as a whole.

The goal is a smarter, more joined-up system

Capabilities



Developing A New Approach

National Challenge:

- Fragmented data silos
- Increasing data complexity
- Inconsistent capabilities locally
- Constrained use/availability of tools
- Inefficient investments & duplication
- Unsatisfied demands for MI and insights
- Lagging AI-driven advantage ...

Strategic Drivers:

- National Tech Strat.
- National Intel Model
- Police Reform
- Police Efficiency and Collaboration Programme
- Fix, Converge, Merge

• ...

NDIEC Working Group *Defining the DI/DX Future State*

May 2025
Cross HO and NPCC Team

- Current Initiatives:**
- Nectar
 - PND 1.5
 - i2 Access4A II
 - NPCE
 - Promethe

Aug 2025
Preliminary Market

- us
- TOEX Tools
 - ...

Nov 2025
Candidate Target State

Formed



What needs to be true to deliver this future

1. Committees, Portfolios and units in the Home Office no longer unilaterally commission DI/DX capabilities, and start using the commissioning board as originally set out and agreed
2. NPCC and Home Office budgets are re-aligned to fund common DI/DX capabilities
 - Pooled funding from allocations and need to minimise impact on MTA through decommissioning. Must recognise and support the differing needs at the local, regional and national level
3. Agreement on national data ownership and delegated authority to make rapid, consistent decisions on national data usage
4. More agile delivery across the system (e.g. cyber assurance, data governance, approvals...).
And not another monolithic central programme
5. Forces follow and support the ongoing development of the published guidance to ensure local innovations are interoperable at a national level.

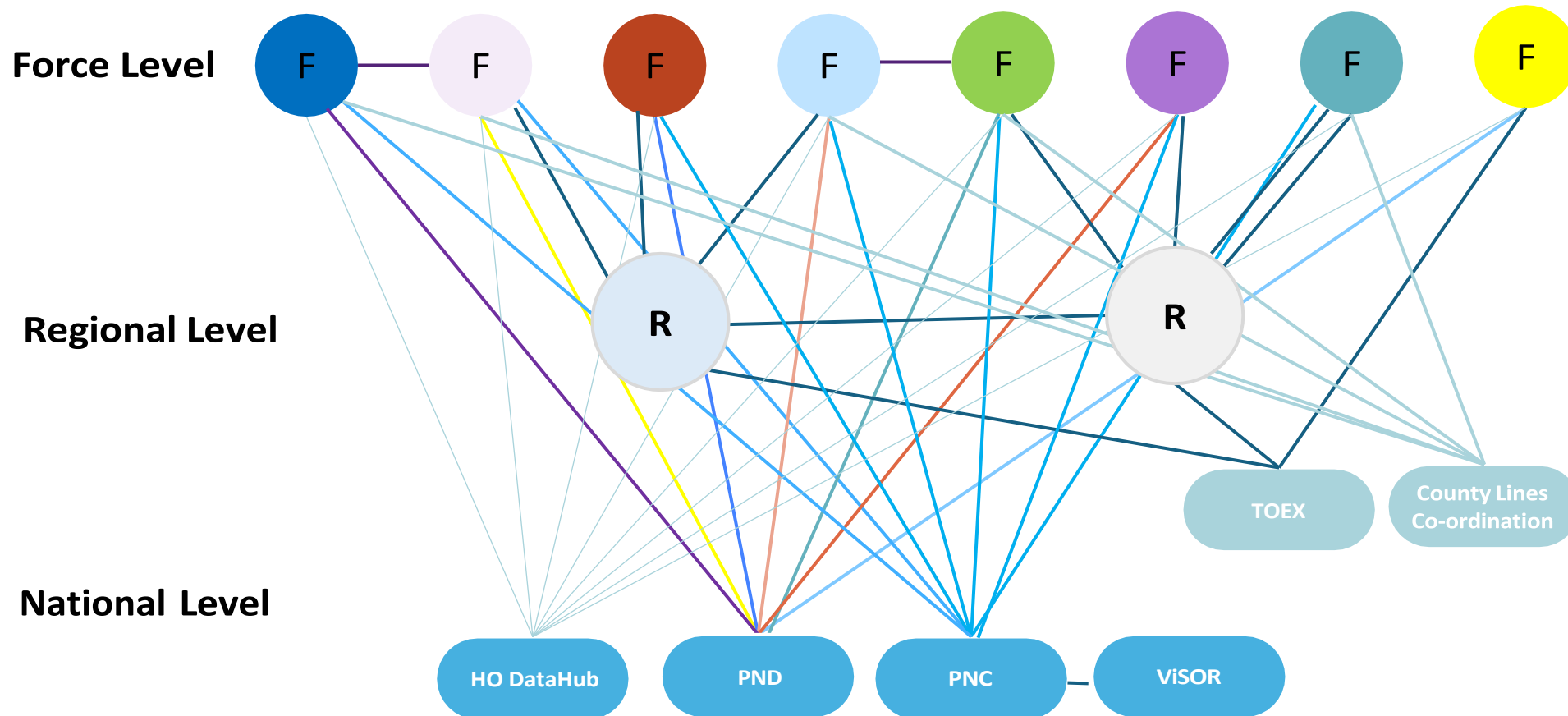
The NPCC will collaborate with forces via the NDAO function, to centrally deliver data related investments, with the NDIES supporting the effective management of national data assets and common exploitation tooling

A Need to Simplify the Current Landscape

Data is increasingly shared between forces and regions, but lack of standards and an increasing number of localised initiatives are leaving gaps, adding complication and costs and result in operational teams missing out on critical data and analytical capabilities

Data Integration

Different colours = different integration tools = different data flows



Exploitation

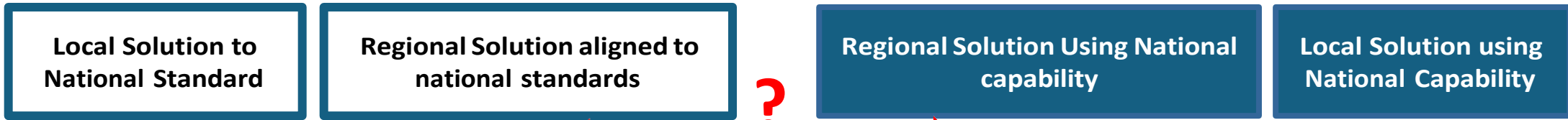
£50m on investigative tools per year from 78 tool providers*

(And yet teams still call out lack of access to the right tools as a critical issue)

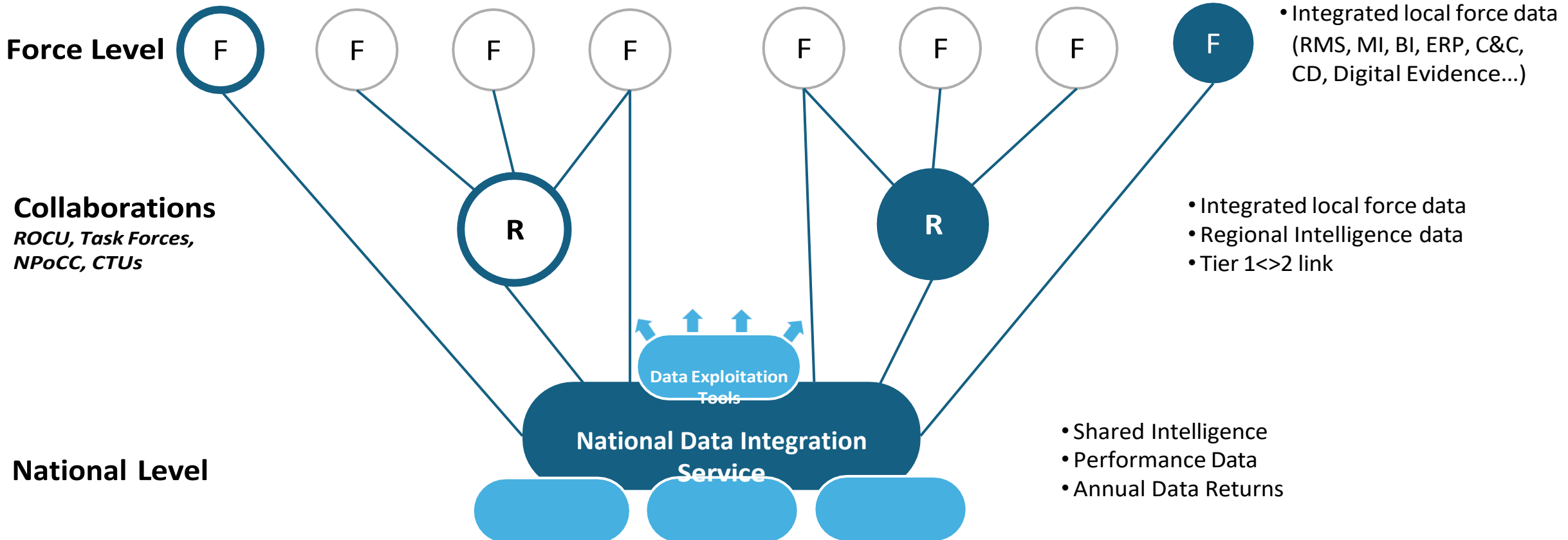
*BLC research Sept 2025

National Standards, Flexible Deployment Options

The future model balances cost with flexibility to ensure all forces/regions can operate to a minimum standard. Forces/Regions can choose (and pay for) the option that best suits their needs and add to where required.



Greater Flex Lower Cost





The National Data Integration & Exploitation Service (NDIES)

This new service will ensure:

- **All our data assets can be fully exploited locally, regionally, nationally**
- Common standards are adopted so we can all use the complete set of data
- Accelerator for adoption of AI across policing
- National compliance and cyber risks are managed
- Total costs can be managed and capabilities made sustainable
- **All forces and regions have access to a minimum capability**

Local

- **Cut costs, boost capability:** national contracts + cloud = advanced analytics for all.
- **Access made easy:** national integration unlocks data via local and nationally enabled tools.
- **Reduce Burden:** single mechanism for sharing data for national purposes.

Regional

- **Seamless data flow:** removes costly point-to-point integrations.
- **Smarter investigations:** AI and natural language search transform intelligence work.
- **Shared capabilities:** simplify and extend local force capabilities

National

- **Stronger intelligence:** national sharing supports NIM and breaks silos.
- **Better decisions:** analytics drive strategy, policy, and performance.
- **Innovate, create & share:** build apps, combine data, share innovation across forces.

To be delivered incrementally as a service, delivering operational value at each step

OFFICIAL

Next Steps

- **By Jan 2026**
 - Established guidance for forces pursuing their DI/DX solution
 - Build from continued learning from ongoing testing, trials and live services and continually evolve
 - **Chiefs are asked to follow the guidance and seek support from the NDAO**
- **By April 2026**
 - Completed initial set of tests and trials
 - Agree governance arrangements and funding position
 - Build and agree delivery roadmap
 - Provide advice on use of existing commercial frameworks
- **By End 2027 (subject to funding)**
 - NDIES service established with capabilities available for national, regional and local use
 - Phased delivery of enhanced national DI and DX capabilities

Update on Windows 11 Migration across all Forces

Introduced by Commissioner Pete O'Doherty (PIAB Chair) - 10 mins

Objective:

- Provide an update to Chief Constables on Windows 11 Laptop/Desktop migrations
- Seek their support in driving improvements at force level

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