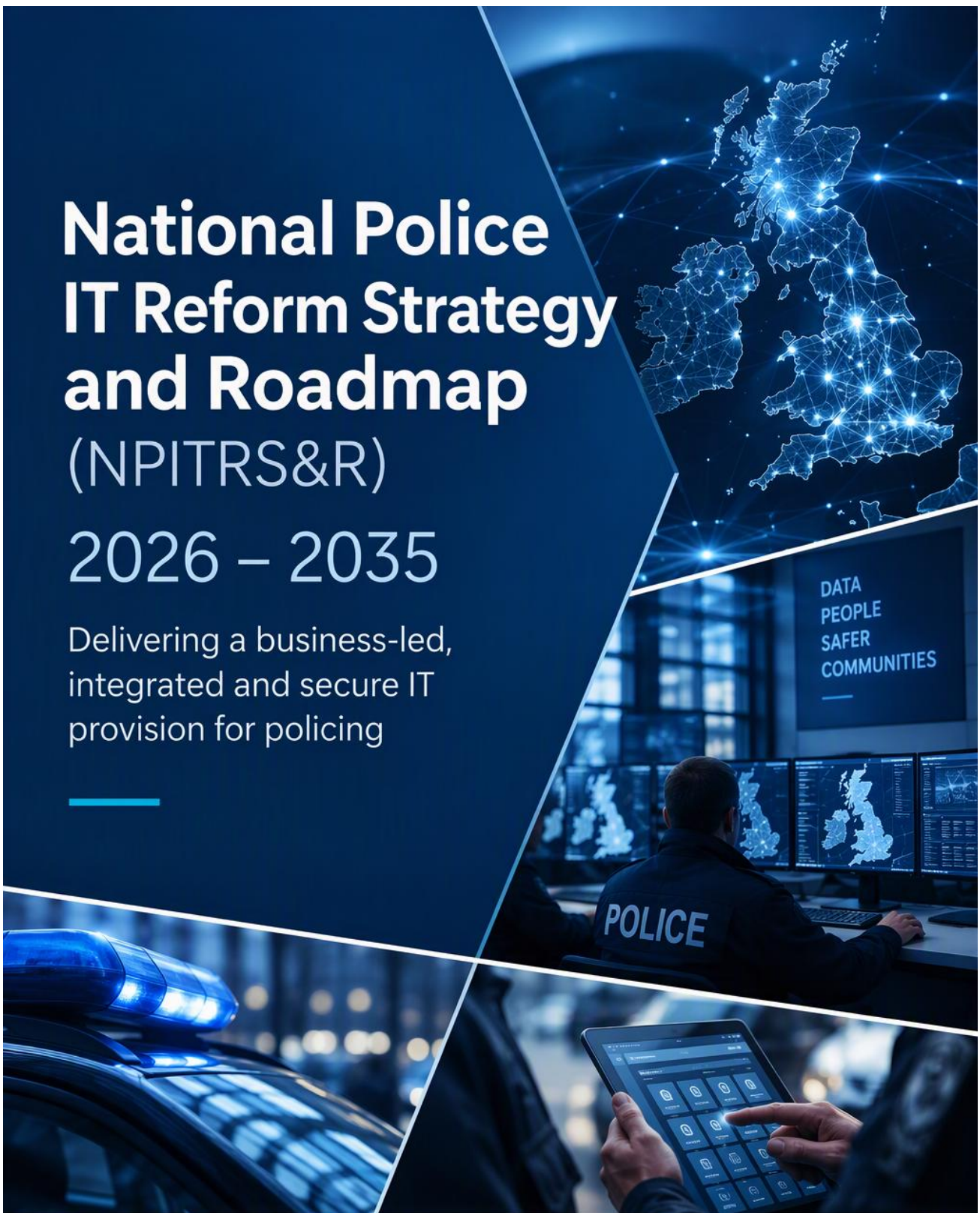


National Police IT Reform Strategy and Roadmap (NPITRS&R)

2026 – 2035

Delivering a business-led,
integrated and secure IT
provision for policing



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Executive Summary

The National Policing Digital Strategy (NPDS) outlines the **strategic direction and digital ambition** for policing. This strategy, the National Policing Information Technology Reform Strategy and Roadmap (NPITRS&R), **sets out the technology direction and indicative delivery approach** through which policing can support these digital ambitions.

Our vision and purpose.

The NPITRS&R sets out the vision and direction to build critical technology capabilities for policing over the next 5-10 years.

OUR VISION



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.

The case for transformation. 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 staff, converging technology and unlocking cost efficiencies and decreasing reliance on legacy technology.

Ten recommendations define what needs to change.

This strategy sets out ten recommendations to achieve this vision.



A three-phase roadmap sets out how the strategy will be delivered. To deliver these recommendations, a high-level roadmap has been defined, outlining the key initiatives required. The roadmap comprises three phases that are:



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.

Five conditions for success.

There are several conditions that must be in place to enable the success of the NPITRS&R.



1. Introduction

1.1 Strategic Context

Policing in England and Wales is undergoing a profound transformation. The nature of crime is evolving rapidly, from digital fraud and cybercrime to the exploitation of encrypted platforms and AI-driven threats. At the same time, public expectations are heightened¹ with citizens expecting seamless, data-informed services that are ethical, responsive, and transparent.

Technology and data are essential to policing. However, the absence of a holistic policing IT strategy and uneven adoption of technology and systems across forces have led to siloed data, duplicative systems, and limited interoperability across national, regional, and local capabilities. These challenges are compounded by fast-paced technology change, evolving threats, and ongoing budget pressures.

National policing IT requires reform. Significant opportunities exist to reduce duplication, control costs, and better align digital capabilities with operational priorities. The Police Reform agenda provides a unique opportunity to transform technology across policing, shifting from a disconnected and inconsistent approach to a coordinated, strategic and outcomes-driven model.

This strategic shift is reinforced by wider government priorities, including the Home Office's Police Efficiency and Collaboration Programme (PECP), which focuses on eliminating waste and reducing costs. It supports national missions such as Economic Growth, by boosting public sector productivity, and Safer Streets, by enhancing the future operational impact of improved technology capabilities in communities.

¹ [National Policing Digital Strategy](#).

1.2 Current Challenges Impacting Policing Technology

The [National Policing Digital Strategy](#) provides a comprehensive list of the challenges facing policing today. The National Policing Information Technology Reform Strategy highlights specific, critical challenges shaping and impacting the policing technology landscape.



Constrained Budgets and Legacy Pressures

Budgets for policing technology are increasingly constrained, both at national and local levels. Limited funding makes it challenging to invest in transformative technologies while simultaneously maintaining and operating legacy systems.



The Pace and Nature of Crime

Criminals are rapidly exploiting new technologies (including generative AI, encryption, and digital currencies) to commit crimes. Policing must be equipped to respond with equivalent speed and sophistication.



Digital Skills Gaps and Workforce Pressures

Forces face a shortage of digital skills across both frontline and back-office roles. Limited capacity to test, scale, and embed innovation inhibits the sustainable adoption of new capabilities.



Interoperability Challenges

Limited interoperability across IT systems prevents seamless data sharing and collaboration between forces.



IT Siloes

Forces often operate in isolation, procuring and configuring IT systems independently. This fragmented approach creates inefficiencies, duplication, and barriers to system-wide innovation. Data is often stored in siloes, limiting its operational value and increasing risk.



Legacy Technology

There is a volume of legacy technology across policing and shadow technology solutions that increase fragmentation, contribute to technology debt, present security and resilience risks, and hinder progress towards sustainable and efficient operations.



Balancing Public Expectations with Trust and Ethical Risk

Public expectations require policing to be digitally enabled, transparent and responsive. However, advanced technologies introduce ethical risks that must be managed through robust governance, transparency and public confidence. Further detail is provided in Appendix 7.1.



Capacity for Innovation and Scale

While examples exist across forces, such as AI-powered redaction and digital forensics platforms, the ability to scale these nationally remains limited due to infrastructure variability, procurement complexity, and resourcing gaps.

1.3 Purpose and Strategic Alignment of NPITRS&R

Purpose of the IT strategy. The NPITRS&R has been developed to provide a clear and cohesive technology direction for policing. It sits within a broader ecosystem of strategies designed to advance policing, and the NPITRS&R supports and complements these.

Policing Vision 2030. At the heart of the landscape is the Policing Vision 2030, which sets out a unified and ambitious direction for the future of policing across England and Wales. The Policing Vision represents the business intent, focused on rebuilding public trust, embracing digital innovation, fostering workforce diversity and enhancing operational effectiveness. Central to the Policing Vision is the transformation of policing into a proactive, transparent, and resilient service, one that is equipped to tackle both enduring and emerging challenges.

National Policing Digital Strategy. To deliver on the digital ambitions of the Policing Vision 2030, the National Digital Strategy was developed, with a refreshed edition launched in June 2025. This strategy translates the Policing Vision's priorities into digital outcomes, promoting enhanced public engagement, smarter use of data and improved operational efficiency through connected, intelligent systems.

The technical direction. The NPITRS&R provides the technical direction to achieve these digital outcomes. The principles of the NPITRS&R are closely aligned with the Digital Strategy's enabling pillars. This is described further in Appendix 7.4.

Crucially, the NPITRS&R, National Police Digital Strategy and Policing Vision 2030 are bound by a clear and consistent thread, driving towards a shared set of goals.

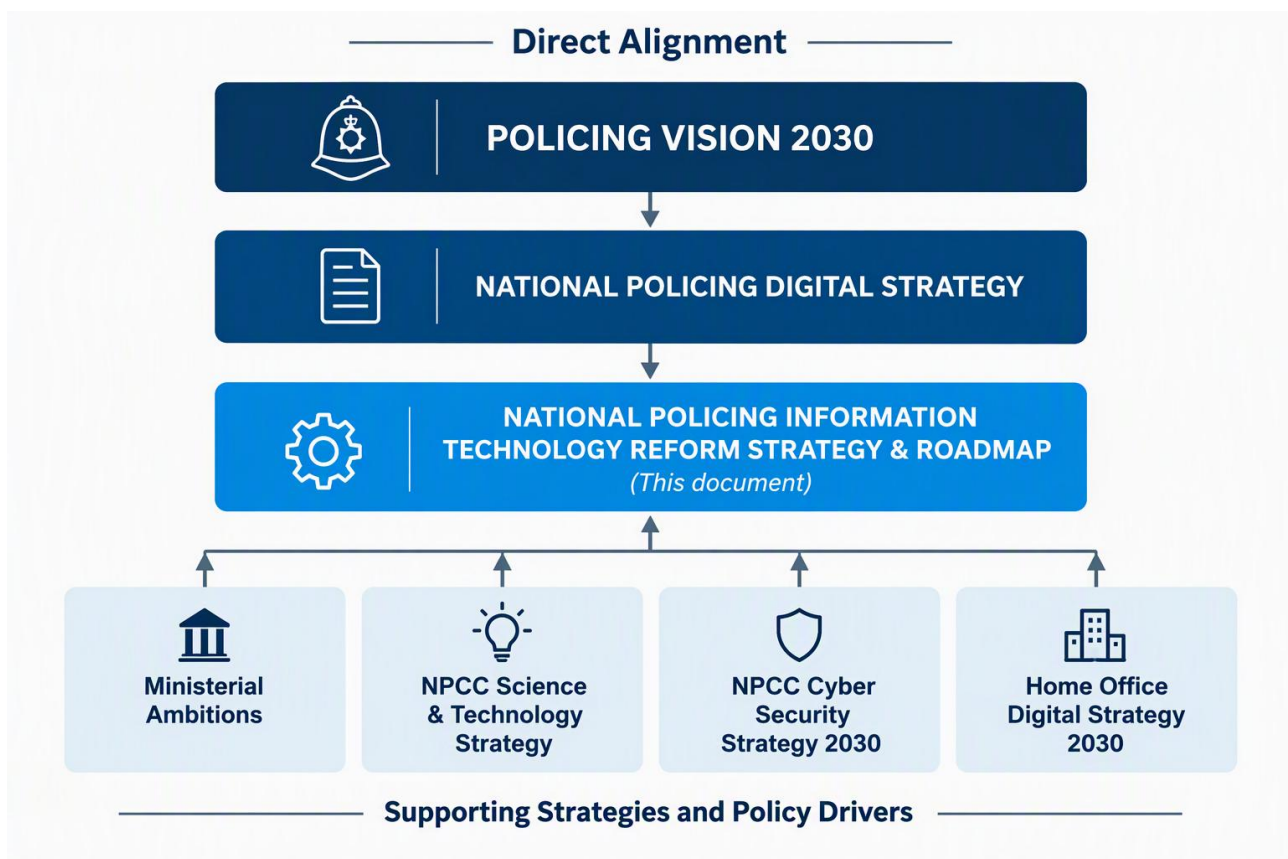


Figure 1: Linking the National Strategies which impact Policing

In addition, the NPITRS&R draws on insights from a range of sector-wide strategies, strategic objectives and business outcomes of the NPCC Coordinating Committees, and other influential sources. Key inputs are summarised in the table below.

01		Ministerial Ambitions The Safer Streets mission aims to reduce harm and rebuild public confidence in policing. To support this, the Home Office launched the Police Efficiencies and Collaboration Programme (PECP), which commissioned this strategy to drive strategic progress. The NPITRS&R has been developed in this context to ensure technology enables these critical outcomes. The NPITRS&R supports the direction set out in the policing White Paper, including the development of the National Police Service and the future consolidation and coordination of national digital, data and technology capabilities.
02		Home Office Digital Strategy 2030 The Home Office is a key IT delivery partner for policing, providing a significant number of national services. The NPITRS&R aligns with the Home Office Digital Strategy 2030, which in turn aligns with broader government direction and strategies, supporting shared goals around transformation, resilience, and user-centricity.
03		NPCC Science and Technology Strategy The NPCC Science and Technology Strategy outlines a coordinated, ethical and nationally aligned approach to innovation in policing. The NPITRS&R proposes targeted initiatives to create the technical conditions to enable innovation and clearly articulates how the innovation pipeline integrates with product ways of working and national governance.
04		National Policing Cyber Security Strategy The NPITRS&R is fully aligned with the National Policing Cyber Security Strategy, aligning to its recommendations and placing a strong emphasis on secure-by-design principles. Additionally, the NPITRS&R includes specific additional initiatives regarding network security, establishing a Zero Trust architecture and integrating AI to strengthen resilience across systems and forces.

2. A Bold Vision for National Policing IT

2.1 Vision

The Vision 2035 for the NPITRS&R sets the direction for how technology will enable the delivery of policing's strategic goals.

OUR VISION

“ 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.

”

2.2 Strategic Outcomes

Underpinning the vision is a set of outcomes that the IT Strategy is expected to deliver. The outcomes also guide prioritisation, investment, and measurement.

Strategic Outcomes

01



Enhanced Public Safety

Consistently deliver the right capabilities, technology and tooling to better enable officers and staff to proactively prevent crime, respond to incidents more effectively and ensure safer streets for communities.

Additionally, drive operational efficiency through automation and integrated systems that reduce administrative burden and enable faster decision-making.

02



Modernise Technology

Reduce complexity across policing technology, streamline processes and integrate modern technologies to deliver future-proof technology capabilities and to enable innovation.

03



Improving Value for Money for Technology Spend

Optimise resource allocation and ensure that investments in policing technology deliver measurable benefits, reducing costs while maintaining high-quality services.

2.3 Principles Guiding the Vision and IT Strategy

A set of principles have been defined to guide the development of the IT strategy. These ten principles, outlined below, have been developed in collaboration with stakeholders, whilst also considering the Digital Strategy and Policing Vision 2030.

1

Adopt a user-centred approach

We prioritise the needs of all policing roles and specialisms, supporting everyone from frontline officers to senior leadership, as well as addressing the needs of victims, the wider public, and services ranging from first contact to history inquiries and data deletion. Our focus is on creating intuitive, accessible and efficient systems that empower users to perform their roles effectively.

2

Align investment decisions with strategic priorities

We align local and national investment decisions with strategic priorities. Every investment contributes to sustainable outcomes for policing, supported by strengthened central coordination, enhanced collaboration through transparency, and leveraged economies of scale. The centre provides guidance to local forces, aligns decisions consistently with national strategy and promotes de-duplication across the landscape.

3

Treat data as a strategic asset

We treat data as a strategic asset by designing systems and processes that enable data to be collected once and seamlessly shared across forces and partner agencies while ensuring data privacy and security. By embedding data considerations from the outset, rather than as an afterthought, we ensure that data is accessible and valuable for decision-making.

4

Interoperability and common standards

We are committed to fostering interoperability by adopting and adhering to common standards across our technology ecosystem. This ensures seamless communication, integration and collaboration across forces and systems. By prioritising standardised approaches we reduce complexity, enhance scalability and enable the efficient sharing and reuse of data.

5

Modernise the technology landscape and manage tech debt

We are dedicated to modernising our technology landscape by adopting a structured and strategic approach to address technical debt, de-duplicate systems and eliminate waste. We will not replace like-for-like but will prioritise scalable, secure, and future-ready solutions and aim to replace outdated systems and processes with modern technologies that create a sustainable foundation for operational excellence and innovation.

6

Information security and compliance

We are committed to embedding information security and compliance into every stage of our technology lifecycle, ensuring systems are secure by design. By fostering a national approach to defence, we strengthen our ability to identify, prevent, and respond to threats as one cohesive policing organisation. We also prioritise building a resilient technology estate that can adapt to evolving risks, maintain operational continuity, and uphold high standards of compliance and trust throughout its lifecycle.

7

Leverage platforms

We will consolidate into clearly defined, strategic, national platforms to drive innovation, streamline operations and enhance efficiency. We will use configurable, commercial-off-the-shelf solutions for standard enterprise services or where solutions specific to public safety are available. We will not customise them and focus on business change and adoption of out of the box processes they provide. Where customisation is essential, we will do so once and in a way that enables adoption across forces.

8

Empower the workforce through upskilling and skill-aligned technology

We empower our workforce by prioritising continuous upskilling and development to meet the demands of an evolving technological landscape. To enable seamless adoption and drive cost efficiency, we will seek to select technology solutions that leverage existing skills and expertise or where we know we can build effective resource pools.

9

Improve the speed of delivery

We commit to accelerating development in policing by adopting modern practices that enhance efficiency and responsiveness. A key enabler of this is the integration of DevSecOps into police operations, ensuring that development, security, and operations are seamlessly aligned. In implementing this, we foster collaboration, automation, and continuous improvement, empowering policing teams to deliver secure, high-quality solutions at pace while adapting to evolving challenges.

10

Harness the power of artificial intelligence for policing

We leverage the transformative potential of artificial intelligence to unlock the value of data and drive innovation across policing. By exploiting data insights and developing reusable AI solutions, we enable smarter decision-making and operational excellence. We will ensure that AI innovations are not siloed but are brought to the centre, creating shared benefits for all policing forces. We foster collaboration, scalability and the ethical use of AI, ensuring that its deployment aligns with privacy, security, and fairness principles while delivering impactful outcomes for public safety.

3. Recommendations

The National Policing IT Strategy has 10 recommendations which provide **what** needs to be delivered to support this strategy's Vision and Outcomes. These 10 recommendations consider the principles and are further developed into **how** in the roadmap. Each recommendation is followed by a description of key characteristics describing "**what good looks like**".

01



Align to the national vision

Align around the defined national vision for policing technology and data which will guide policing investment decisions.

KEY CHARACTERISTICS

- A national Enterprise Architecture function to provide technical leadership across policing.
- National strategies for data, cloud and AI supported by consistent national standards and frameworks.
- A dedicated technology leadership team for policing enabled by streamlined assurance and decision-making forums.

02



Take every opportunity to remove siloes and duplication

Modernise policing infrastructure by taking every opportunity to remove silos, duplication and cost.

KEY CHARACTERISTICS

- A nationally provided multi-cloud infrastructure managed & optimised through a single control-plane.
- Consolidate contracts and instances to standardise process, de-duplicate systems and reduce cost.
- Deliver support in line with ambitious SLAs through a single service model and service management tool.
- A single solution to manage identity and login for day-to-day IT systems.
- Consistent, zero-trust security enabling resilience in our policing technology.
- An evergreen approach to IT devices for police forces, setting up a device as a service approach to provide compliant and consistent standards of devices nationally.

03



Treat data as a strategic asset

Treat data as a strategic asset that is managed consistently so that it can be accessed & used.

KEY CHARACTERISTICS

- Adopt a data fabric approach to enable linking of data and information across the policing landscape.

04



Establish strategic programmes to re-design core services

Establish strategic programmes to re-design core services for policing for the future.

KEY CHARACTERISTICS

- De-couple data and front-end applications for core policing systems.
- Re-think case management and records management processes, transforming them into modular components and leveraging emerging technologies.

05



Use Centres of Excellence for cloud, data & AI

Leverage Centres of Excellence for cloud, data & AI to scale successful solutions and drive innovation and operational efficiency.

KEY CHARACTERISTICS

- Improved delivery capabilities, enabling faster and more efficient delivery of national products.
- Enhanced collaboration and knowledge sharing, enabling consistent adoption of best practices and standards across national initiatives.

06



Empower local force solution development

Empower officers and staff to develop solutions, on national IT platforms, based on local priorities.

KEY CHARACTERISTICS

- Streamlined deployment processes enabled by automation (e.g. Infrastructure as Code, CI/CD Pipeline).
- A set of self-service IT solutions to local forces so that these can be used to build capabilities required locally, without the need for extensive capital investments.

07



Develop a product marketplace

Develop a product marketplace where forces can purchase products already in use across policing, or share products developed locally to share nationally.

KEY CHARACTERISTICS

- Visibility of what products are already in use or being piloted across policing.
- Consistent pricing and licensing across policing products.

Ability to quickly deploy assured solutions.

08



Transform
non-emergency
public contact

Transform non-emergency contact solutions for the public.

KEY CHARACTERISTICS

- Develop and integrate a range of channels to enable consistent experience and response processes.
- Leverage advanced technologies like AI and voice enabled digital assistants.

09



Place innovation
and continuous
improvement at the
centre of all activities

Enable scaled innovation and continuous improvement.

KEY CHARACTERISTICS

- Establish a culture of continuous optimisation by leveraging industry-leading capabilities.
- Scale successful emerging technologies through Centre of Excellence to address evolving police priorities.
- Provide forces with access to scalable core capabilities and cutting-edge tools to drive innovation and improve public safety outcomes.
- Maintain a two to five year forward view of the IT Strategy, aligning with new priorities, the pace of technology change and sustained progress.

10



Set up policing to
operate in a
collaborative
ecosystem of
partners and
suppliers

Set up policing to operate seamlessly within a collaborative ecosystem of partners and suppliers.

KEY CHARACTERISTICS

- Position the procurement of policing technology capabilities as agile and outcome-focused, supported by a diverse range of commercial constructs that enable flexibility and innovation.

4. Roadmap

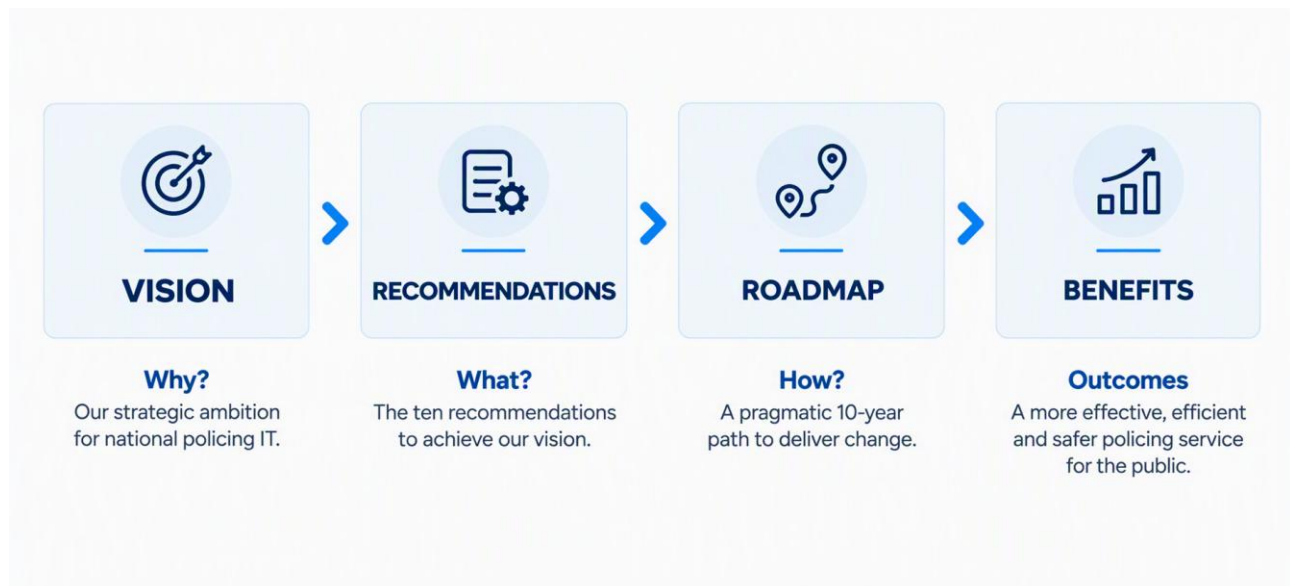
The National Policing IT Roadmap provides **how** the recommendations, and Vision for national policing can be achieved. It outlines a pragmatic, 10-year path, structured by the principles in Section 2.3, and highlights “no regret” initiatives, small-to-medium cost, high-benefit activities that can be progressed with confidence.

To define the **how**, and directly inform the roadmap initiatives, a target architecture state was defined using a high-level logical architecture approach.

Many of the roadmap components directly support or enhance other major programmes of work, including the development of the National Police Service and broader transformation across the data landscape. These interdependencies have been considered in the roadmap’s sequencing. Further detail is provided in Appendix 7.3.

Additionally, further details on individual initiatives are maintained through the supporting implementation and portfolio planning process.

The public roadmap provides an indicative view of the initiatives associated with each phase of the strategy. Initiatives are drawn from a dynamic backlog and have been grouped under the phase in which they are expected to be progressed. The position and length of each initiative within a phase do not represent its expected start date, end date or duration, and the roadmap does not show detailed sequencing or dependencies between initiatives. These will be determined through ongoing prioritisation, planning and assurance, reflecting operational priorities, affordability, delivery capacity, dependencies and wider policing reform



The roadmap represents an indicative sequence of initiatives. Initiatives from the roadmap should be placed into a dynamic backlog to be delivered iteratively using an agile approach. This ensures flexibility, regular review, and alignment with evolving policing priorities.

IT Strategy Principle	Phase 1: Laying the Foundations for Modern Policing (Yr 1-3)	Phase 2: Scaling & Transforming Policing Capabilities (Yr 4-6)	Phase 3: Sustaining Innovation & Continuous Improvement (Yr 7+)
01 Adopt a user-centred approach	Converge M365 and service management Define future contact and case-file capabilities	Introduce single identity and access Deliver integrated public contact channels	Continuously improve channel integration and user experience
02 Align investment decisions with strategic priorities	Strengthen national technology leadership Streamline assurance and transform funding	Embed coordinated prioritisation and investment	Continuously improve governance and investment decisions
03 Treat data as a strategic asset	Establish national data strategy and governance Build the policing data-fabric foundation	Modernise data sharing Expand analytics and strategic data exploitation	Continuously improve data quality, trust and reuse
04 Interoperability	Establish integration standards and standard APIs Create a reusable integration catalogue	Extend integration across law-enforcement partners	Continuously improve API visibility, reuse and management
05 Modernising the technology landscape and managing tech debt	Establish architecture and cloud foundations Define technology standards and debt approach	Transform core systems and infrastructure Improve cloud cost control and visibility	Continuously optimise technology and reduce technical debt
06 Information Security and Compliance	Implement the national cyber strategy Apply Zero Trust and strengthen network security	Extend coordinated cyber defence across policing	Continuously strengthen Zero Trust, resilience and continuity
07 Leverage Platforms	Define and rationalise strategic platforms Establish workforce technology and innovation	Expand enterprise-platform transformation Develop the national product marketplace	Continuously optimise and extend strategic platforms
08 Empowering the workforce	Define workforce and skills requirements Build data literacy and citizen development	Modernise technology-enabled training and development	Continuously strengthen digital talent and culture
09 Improving speed of delivery	Automate infrastructure and deployment pipelines Establish central DevOps capability	Provide self-service infrastructure, tools and products	Continuously improve delivery speed and quality
10 Harness the power of AI for policing	Establish responsible AI governance Build shared national AI capability	Build a national AI product pipeline Scale responsible AI solutions across policing	Continuously embed responsible AI across services and operations

Figure 2: Indicative National Policing Information Technology Reform Roadmap

4.1 Phase 1: Laying the Foundations for Modern Policing

This phase focuses on aligning to a single vision and building trusted national police IT services to support forces locally. By strengthening national policing infrastructure, integrating data, making it accessible, and fostering strong IT leadership, this phase sets the groundwork for cohesive and efficient operations across policing. It emphasises creating a robust foundation to enable future innovation and transformation.

Local Impact & Outcomes

- **Easily Consumable National Technologies:** Clear national strategies, supported by standards, frameworks, and technical leadership from the national EA function, make it easier for forces to adopt national technologies, align on direction, and support interoperability while reducing local costs.
- **Enhanced Data Capabilities:** Forces gain access to a robust data fabric architecture, consistent integration standards, and improved data literacy, enabling better decision-making, operational insights, and the ability to share data seamlessly across policing.
- **Enhanced Collaboration and Cost Efficiencies:** Consolidating the M365 tenant enables forces to collaborate more effectively, benefit from consistent implementation of policies and applications, and reduce licensing costs through centralised management.
- **Empowered Local Forces:** Targeted upskilling and Centres of Excellence provide training, tools, and resources to help forces leverage centralised technology for local priorities, reducing operational burden while enabling innovation.
- **Modernised Infrastructure with Clear Benefits:** Centrally managed, multi-cloud infrastructure, optimised through a single control plane, provides forces with secure, cost-effective, and interoperable solutions, supported by national teams to reduce local management overhead.
- **Enhanced Security with Tangible Benefits:** Strengthened network security and secure-by-design standards help protect sensitive information, reduce the risk of breaches and support operational continuity, giving forces confidence in their technology.
- **Improved Service Support:** A unified service model and centralised service management tool streamline support, ensuring faster resolution of issues and better service delivery.
- **National HR Solution for Policing:** Forces benefit from a unified HR solution that simplifies workforce management, reduces duplication, and provides a consistent approach to HR practices across policing.

National Impact & Outcomes

- **Cost Efficiency and Scalability:** Centralised procurement, licensing, and infrastructure reduce costs, while dynamic funding strategies effectively allocate resources.
- **Unified Technology Landscape:** A single M365 tenant, rationalised platforms, and centralised cloud services create a cohesive IT ecosystem that is easier to manage, reduces cost, and improves interoperability across forces.
- **Streamlined Governance and Leadership:** A dedicated technology leadership team and simplified assurance processes enable faster decision-making, prioritisation, and transparency, driving national progress.
- **Data-Driven Policing:** A Data & AI Centre of Excellence, supported by a national data strategy and governance framework, will support ethical, consistent, and impactful use of data and AI across all forces.
- **Innovation at Scale:** The innovation pipeline and COEs help to share and scale successful ideas nationally, fostering collaboration and continuous improvement.
- **Future-Ready Workforce:** A national workforce strategy addresses critical DDaT resourcing needs, enhances data literacy, and equips forces to meet evolving demands with confidence.
- **National HR Solution for Policing:** A unified HR solution is designed to assess current practices and provide a consistent, scalable approach to workforce management across all forces, with the potential to serve as the foundation for broader back-office transformation.

4.2 Phase 2: Scaling and Transforming Policing Capabilities

This phase focuses on leaving legacy systems behind to deliver scalable, innovative, and transformed national police IT services. By centralising capabilities while empowering local teams, it enables rapid deployment of proven, innovative solutions. This phase is critical for modernising infrastructure, enhancing data sharing, and fostering a more agile and efficient policing environment.

Local Impact & Outcomes

- **Seamless Access and Collaboration:** A single identity and login system, combined with streamlined data sharing and integrations with law enforcement partners, enables seamless collaboration and reduces complexity for officers and staff.
- **Enhanced Public Engagement:** An omnichannel non-emergency contact solution improves public satisfaction by providing consistent, accessible services across platforms, reducing demand on emergency channels and improving response times.
- **Empowered Decision-Making:** Access to core analytics, AI tooling, and a national AI pipeline equips forces with tools to make data-driven decisions, improve victim care, and enhance operational efficiency.
- **Modernised Core Systems:** Transforming RMS and Command & Control systems into modular, scalable components improves flexibility, user experience and response capabilities. This enables faster incident response, better resource allocation, and more effective case management.
- **Self-Service IT Tools:** User-friendly self-service tools empower forces to create and customise local solutions without the need for extensive capital investment, enabling them to address unique local needs quickly and cost-effectively.
- **Product Marketplace:** Forces gain visibility into proven products already in use or being piloted across policing, with consistent pricing and licensing. This reduces duplication, accelerates adoption of effective solutions, and means forces can easily access tools that meet their needs.
- **Technology-Driven Training:** Modernised training, including virtual learning and AI-driven personalisation, equips officers and staff to meet evolving challenges and adopt new technologies effectively.

National Impact & Outcomes

- **Unified and Secure Systems:** A single identity and login system enhances security, reduces administrative overhead, and simplifies system management across all forces.
- **Consistent and Efficient Services:** The omnichannel contact solution and enterprise back-office transformation reduce duplication, improve efficiency, and provide a unified citizen experience.
- **Data-Driven Innovation:** Nationally standardised data sharing, core analytics, and AI tooling drive consistent adoption of AI solutions, improving outcomes and enabling proactive policing.
- **Modernised Infrastructure and Core Systems:** Addressing tech debt and transforming core systems creates a scalable, secure, and cost-efficient IT landscape. This enables faster delivery of national products, supports the adoption of emerging technologies, and ensures policing systems are future ready.
- **Investment in Centres of Excellence:** COEs provide resources, training, and capacity to support forces in flexible development and innovation, ensuring adaptability to changing needs and enabling faster delivery of national products.
- **Product Marketplace:** A centralised marketplace fosters collaboration, provides visibility into proven solutions, and ensures consistent pricing and licensing across policing products, driving cost savings and innovation.

4.3 Phase 3: Sustaining Innovation and Driving Continuous Improvement

This phase emphasises the ability to continuously enhance, optimise, and evolve national police IT services. By fostering seamless collaboration with partners and suppliers, impact will be scalable, and innovation can be sustained, enabling policing to adapt to emerging challenges and opportunities effectively.

Local Impact & Outcomes

- **Empowered Local Innovation:** Forces are increasingly empowered to innovate locally, with successful innovations easily scaled nationally, unlocking widespread benefits and accelerating improvements across policing.
- **Access to Advanced Capabilities:** Access to scalable core capabilities and cutting-edge tools enables forces to address evolving priorities, improve operational efficiency, and deliver better public safety outcomes.
- **Stronger Collaboration:** Forces benefit from deeper collaboration with partners across the ecosystem, enabling more holistic approaches to service delivery and faster progress on shared priorities.
- **Modern and Trusted Policing:** With modernised infrastructure and systems, forces operate seamlessly, reducing cyber risks and strengthening public trust and confidence in policing as a forward-thinking organisation.
- **Continuous Improvement Culture:** A culture of continuous optimisation, supported by industry-leading expertise and tools, ensures forces can adapt to new challenges and maintain high-quality service delivery.
- **Improved Delivery Speed and Quality:** Forces experience faster and more efficient delivery of national products and services, enabling them to respond to local needs more effectively.

National Impact & Outcomes

- **Seamless Ecosystem Collaboration:** Policing operates as part of a collaborative ecosystem of partners and suppliers, fostering trust, innovation, and alignment with policing priorities.
- **Sustained Innovation:** Central teams focus on scaling successful emerging technologies through Centres of Excellence, ensuring policing remains at the forefront of innovation and can address evolving priorities effectively.
- **Optimised Technology Landscape:** Continuous optimisation of the tech landscape, including reducing tech debt and strengthening Zero Trust and resilience, ensures systems remain secure, interoperable, and future ready.
- **Data-Driven Excellence:** Ongoing enhancements to data quality, trust, and API management enable seamless data flows, improving decision-making and operational efficiency across policing.
- **Industry Collaboration:** A deepening relationship with the wider technology industry supports joint innovation, enabling policing to harness emerging technologies and deliver better outcomes for communities.
- **Robust Governance:** Strong governance brings alignment with policing priorities, effective management of the partner ecosystem, and sustained progress on the IT strategy and roadmap.
- **Sustained Strategic Alignment:** A five-year forward view of the IT strategy and roadmap ensures alignment with new priorities, enabling policing to adapt to changing needs while maintaining progress.

5. Conditions for Success

For NPITRS&R to succeed and deliver the benefits and value it can, policing IT needs several foundational conditions to be in place. These focus on people and culture, governance and process, and ownership and relationships to deliver the IT strategy and roadmap initiatives.



5.1 Strong National Governance and Funding Mechanisms

To successfully implement the NPITRS&R, national governance and funding mechanisms must be strengthened. A robust model must be established, one that is increasingly accountable and flexible to support dynamic shifts based on the rapidly changing needs of policing.

Comprehensive analysis examining the full spectrum of existing structures and national processes identified specific changes required. Pinpointing key areas for improvement, targeted initiatives to foster collective ownership across the policing technology landscape and make it more responsive are reflected under “Principle 2: Alignment to Strategic Priorities” on the roadmap. The three initiatives specifically relating to governance and funding are:

01 Policing IT Leadership Recruit a Policing IT Leadership Team Implement a single National Police Technical Design Authority Integrate the National Policing Prioritisation process into existing governance Make improvements to governance tooling	02 Streamline Assurance Boards In line with changes towards Product ways of working, streamline the current number of central assurance boards and empower Product Owners	03 Transform Funding Strategy Increase centralisation of funding Introduce dynamic and more frequent funding cycles Delegate budgets to support continuous improvement and small cost, high value work
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In alignment with the [National Policing Digital Strategy](#), the proposed governance changes will remain grounded in tripartite foundations, focusing on strengthening collaborative decision-making across NPCC, Home Office, and APCC. A continued partnership will result in strategic choices shaped jointly, reflecting shared priorities and a unified approach to national policing IT.

NEXT STEPS	
Funding for Governance Reform	Secure funding to recruit the Policing IT Leadership and deploy essential tooling (e.g. a backlog management system and a central Management Information dashboard) to deliver near-term improvements in governance.
Collection of Management Information Data	Collect high-quality management information data. This is essential to create a consistent view of IT activity and spend, and to power the tools that enable data-driven decision-making.

5.2 A Culture of Transformation

For NPITRS&R to succeed, transformation must be embraced as a mindset across policing. Forces should feel ownership of the vision and be empowered to deliver it through focused, practical support from the centre. Early, visible wins build momentum, while strong communications keep everyone aligned and engaged. Most importantly, a culture of continuous improvement must take root, driven by the shared commitment of doing better for the public.

NEXT STEPS	
Secure Buy-In	Secure senior leadership support from across key groups to champion the IT strategy. Engage local forces through the NPCC DDaT Coordination Committee and its sub-boards to build ownership, foster buy-in and drive consistent implementation.
Business Change Centre of Excellence	Establish a centre of excellence that not only provides expert change management skills but also upskills forces, delivers effective communications, connects initiatives across the sector, and embeds sustained change.

5.3 A Structured and Skilled Workforce

The successful delivery of the NPITRS&R requires a workforce that's structured in alignment with the proposed future state technology landscape and equipped with the right skills.

The NPITRS&R sets out several initiatives designed to sustainably grow and empower the technical workforce. These are primarily reflected in the roadmap under "Principle 8: Empowering the workforce through upskilling and skill-aligned technology" but are also embedded across wider initiatives such as establishing the enterprise architecture function and unifying service management processes. Beyond technology-focused workforce changes, there is a need to fundamentally change the national IT delivery operating model to successfully support product ways of working. This change is detailed in the next steps below.

NEXT STEPS

Product Operating Model

Design and implement a product operating model aligned with the recommended shift towards product-centric ways of working, including the capability to deliver a product marketplace. This involves establishing multidisciplinary teams organised around products, with clear accountability, ownership, and strategic direction.

5.4 Forward-Thinking Market Engagement

Alongside establishing the right technical foundations for effective collaboration between industry and policing, as outlined in the core roadmap, there is a valuable opportunity for policing to further evolve how it collaborates with industry and communicates operational challenges. Strengthening this strategic dialogue can help foster a more focused and productive environment, building deeper partnerships and the opportunity to co-design innovative, high-impact solutions that are closely aligned with policing needs.

NEXT STEPS

Expand use of Policing Problem Book

Enhance the use of the Policing Problem Book developed by the Office of the Police Chief Scientific Adviser. It should be used to clearly articulate and share the most significant challenges facing policing, enabling industry partners to better understand and respond.

5.5 Ownership of the IT Strategy and Roadmap

The IT strategy and roadmap are living tools that must be actively owned and used to drive delivery. The roadmap should guide prioritisation discussions, inform funding decisions, and be regularly revisited to reflect changing needs and lessons learned. When embedded into day-to-day planning and decision-making, it becomes a powerful mechanism for achieving the strategic vision and providing accountability.

NEXT STEPS	
Identify Quick Wins	Confirm funding and owners for quick win initiatives to kick them off immediately. It is critical that work on the Cloud, Data and Platform Strategies is closely aligned.
Determine Programmes to Deliver Initiatives	Determine programmes of work to deliver initiatives within the roadmap, including assessing initiatives against current programmes of work and identifying additional funding and skills needs.
Review Roadmap in line with White Paper	Review the roadmap in line with the policing White Paper and the development of the National Police Service to ensure they remain complementary. Align technology initiatives with the wider policing reform programme to strengthen the strategic and financial rationale.

6. Closing Statement

Technology has long been central to policing's effectiveness, but the current pace of change demands more than incremental improvement. This requirement for modern, fit-for-purpose and reliable IT is matched by a need to optimise costs, meaning policing must deliver smarter platforms, better systems and greater value from every investment.

This strategy begins with strengthening the foundations, focusing on modernising and consolidating infrastructure, building scalable and interoperable platforms, and improving data capabilities. These elements are critical to building a service that is resilient, adaptable, and fit for the future. However, strong foundations alone are not enough. This strategy goes further by defining initiatives to embrace innovation, leverage emerging technologies, and equip forces with the tools they need to unlock new ways to prevent crime and protect communities.

Technology will continue to evolve rapidly and unpredictably over the coming years. By investing now in the right capabilities, leadership, and architecture, policing can stay ahead of the curve, responding with confidence, evolving at pace, and continuing to serve the public as a trusted and effective service.

Now is the time to act. This strategy is ready to be used as a practical tool to guide and accelerate IT transformation across the policing landscape. It sets out a clear vision, a defined roadmap, and the essential conditions for success. What's needed now is a shared commitment to modernisation, convergence, and innovation. Crucially, this must not happen in isolation, but as part of a coordinated and sustained movement. By working as a unified system, policing can deliver enhanced public safety, modern technology, and improved value for money, not just for today, but for the future.

This is the first published iteration of the National Policing Information Technology Reform Strategy and Roadmap. It will be mobilised with key first steps including:

- **Establish ownership and accountability:** Appoint a single accountable owner for the IT strategy and roadmap, responsible for maintaining it and tracking delivery through clear performance indicators.
- **Enable early impact:** Secure funding and ownership for quick-win initiatives to demonstrate progress and ensure alignment across cloud, data, and platform strategies.
- **Mobilise structured delivery:** Group initiatives into well-defined delivery programmes, identifying those to be integrated into existing efforts and those requiring new programme mobilisation.
- **Ensure readiness to deliver:** Confirm the financial, technical, and talent resources required to execute the IT strategy effectively.
- **Prepare for execution:** Develop detailed discovery and design plans for priority programmes to de-risk delivery.
- **Launch and learn:** Initiate critical programmes with a strong focus on discovery and solution design, ensuring robust and scalable foundations.
- **Sustain momentum:** Implement a governance approach to keep the IT strategy dynamic and continuously evolving to meet future policing needs.

Further iterations and updates will be made in line with decisions and changes (including wider policing reform) to keep the IT strategy aligned with the most critical priorities for policing.

7. Appendix

7.1 Ethics

Over the 10-year period of the IT strategy, policing will need to be adaptable and scalable to tackle evolving expectations, alongside the shifting nature and increased variety of crime. With an anticipated increased reliance on technology for data driven decision-making, using and building ethically compliant solutions, which consider a changing and increasingly diverse workforce, should be a core technical consideration for policing. Transparency and communication of the ethics of the solutions, internally and with the public, should be provided as technology evolves.

Specifically, as the development and use of AI models increases, ethical standards need to be factored in throughout its lifetime as the policing, societal and political landscapes change. Policing will need to build the understanding, skills and practical implications for creating ethical AI. Developing these will need to be a collaborative effort between the Centre of Excellence for AI (Police.AI) and the College of Policing, to provide relevant training at the national level. This will improve Policing's ability to consistently align safe, ethical AI activities across local units.

7.2 Sustainability

In June 2019, Parliament passed an amendment to the Climate Change Act 2008 committing the UK to achieving 'net zero' greenhouse gas (GHG) emissions by 2050. In October 2021, the government launched its net zero strategy [Build Back Greener](#) to deliver net zero on a trajectory in line with the Paris Agreement, which set targets to decrease UK emissions by at least 68% by 2030 and 78% ([revised to 81% at COP29](#)) by 2035 compared to 1990 levels.

As public sector organisations, police forces have a mandated responsibility to support the government to achieve net zero emissions by 2050 and carbon reduction targets. Consequently, in January 2025 the NPCC/APCC Sustainability Governance Board (SGB) approved a proposal to improve the quality and efficiency of GHG emissions reporting by adopting a national approach to gathering and reporting the carbon footprint² of all 43 police forces in England and Wales from April 2026.

IT equipment and systems today contribute significantly to the carbon footprint of policing:

Supply chain GHG emissions to manufacture and deliver IT equipment

GHG emissions from the electricity used to operate the IT systems

Data Centre GHG emissions where IT services are physically located from server power to the refrigerants and water required to cool the servers

GHG emissions generated when the ICT equipment is recycled and disposed of at the end of its useful life.

² inventory of the GHG emissions created by an individual organisation.

Challenges of collecting accurate data, complex supply chains and legacy infrastructure make measuring, monitoring and improving the sustainability impacts of IT purchased, operated and disposed of by police forces challenging but still possible with good communication and relationships with IT colleagues and suppliers.

With increasing pressures for all areas of the public sector to provide visibility of the environmental impacts and costs of public services, initiatives which rationalise and converge services, remove unnecessary duplication and which provide services in a flexible and extensible way ultimately support sustainability principles and net zero hierarchy.

If policing can rapidly adapt to changing needs and demands, it can more proactively manage services that no longer meet the needs of the policing ecosystem. Services can then be stopped, rationalised or refactored and provided in a different way. This IT Strategy advocates building a Policing IT ecosystem which offers this flexibility, providing capability that can respond to user needs in the most sustainable and agile way.

Given the anticipated increased use of cloud-based services and AI over the next 10-year period, it is vital that the transition to these services isn't simply adding to the policing ecosystem but allows policing to truly transition to a modernised, sustainable and flexible infrastructure.

7.3 Roadmap Considerations

National Police Service (NPS)

The policing White Paper sets out the intention to establish a National Police Service, providing stronger national leadership and bringing together a range of national capabilities. The NPITRS&R remains a standalone document, but the roadmap will support the development of the National Police Service and the future coordination and consolidation of national digital, data and technology capabilities.

Key initiatives include:

- Establishing a single national Microsoft 365 tenant

- Designing and implementing a national service model

- Recruiting a dedicated Policing IT leadership team, critically a Director of Policing IT

- Streamlining national assurance boards and processes

- Transforming the current funding strategy to more effectively support centralised delivery

- Establishing an Enterprise Architecture (EA) function to holistically own the Policing IT landscape

- Understanding requirements for DDaT resourcing to ensure the right skills and capabilities are in place

Data Alignment (Data Reform, NDE&IC, NDAO)

The development of this IT strategy has been underpinned by extensive engagement with key data teams across the policing landscape. We have held discussions with the Data Exploitation Team, Data Architects from PPPT, the Data Reform Team and the National Data and Analytics Office. These conversations have ensured that the data

initiatives outlined in this IT strategy are cumulative to the goals of these groups and are designed to support and reinforce their planned activities.

A shared understanding has emerged that the exploitation and sharing of data is a critical objective for policing. Achieving this requires the establishment of strong data foundations, which will enable the development of robust data-sharing solutions, such as a data fabric, in the future. This alignment ensures the IT strategy not only addresses immediate needs but also lays the groundwork for long-term, sustainable data sharing and exploitation across the policing ecosystem.

7.4 National Police Digital Strategy Enabling Pillars alignment with NPITRS&R Principles

The following diagram illustrates how all NPITRS&R initiatives align with the enabling pillars of the digital strategy, highlighting shared ambitions and complementary efforts across both areas.

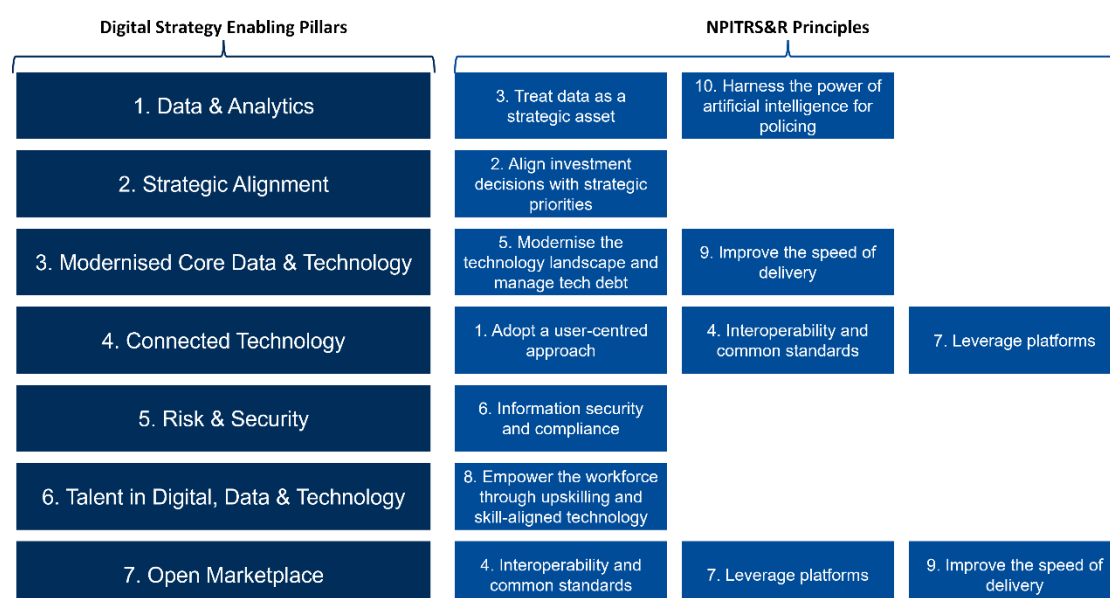


Figure 3: Alignment of the Enabling Pillars to the NPITRS&R Principles

7.5 Stakeholder Engagement

The National Policing 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 IT strategy and roadmap.

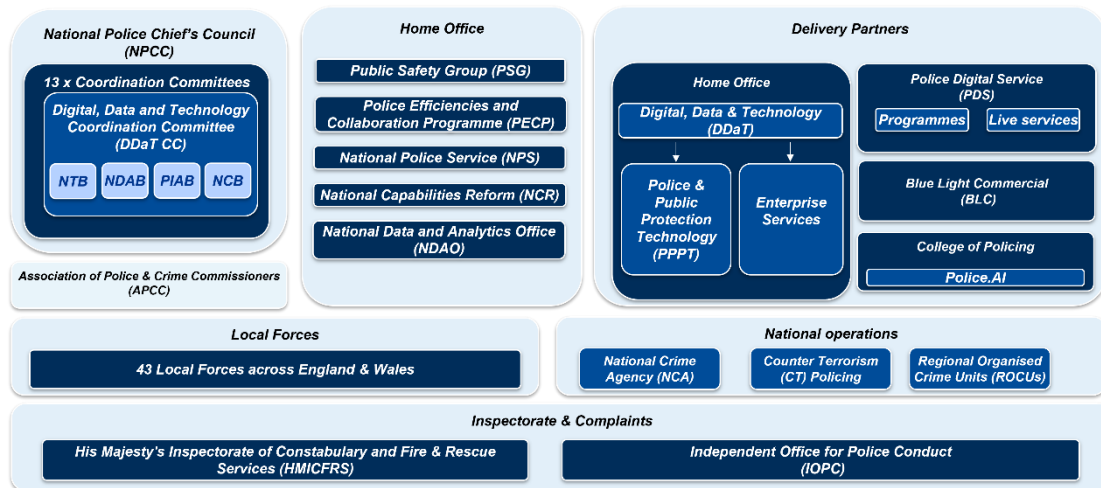


Figure 4: Stakeholder landscape

Note: Figure 4 and the individual engagement table reflect the organisational context and terminology in use when the strategy was developed. References to the National Centre of Policing relate to the previous reform proposal, which has since been superseded by the National Police Service proposals set out in the policing White Paper.

Scope: This strategy covers policing technology across England and Wales. The Police Service of Scotland and national operations, including the NCA, Counter Terrorism Policing and ROCUs, are outside the scope of this work but were consulted as part of the 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 provide 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) has reviewed and provided feedback on the IT 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 IT strategy were shared with policing technology suppliers to understand industry's perspective and role in support of the IT 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 IT strategy and roadmap, providing insight and lessons learned and ensuring organisational perspectives and priorities are reflected to help shape an IT strategy that meets the needs of both national and local policing and delivers the right outcomes for police officers and staff.

Group engagement

Group	Membership	Date of engagement
Working group	<i>See Individual Engagement</i>	15 weekly meetings from 24/06/25 – 30/09/25
Executive steering group	<i>See Individual Engagement</i>	30/07/25 12/09/25 23/09/25
Digital, Data & Technology Co-ordination Committee (DDaT CC)	DDaT CC members	17/07/25
National Technology Board (NTB)	Technology leaders across local forces	10/07/25 15/09/25
Justice & Emergency Services Management Committee (JESMC)	Tech UK policing suppliers	08/07/25
Industry Reference Group	Tech UK policing suppliers	10/09/25
Joint Police Reform Team (JRPT) Design Authority Board	JPRT members	18/08/25
Local Policing Co-ordination Committee	Local Policing CC members	25/07/25
NPCC Committee Co-ordinators meeting	NPCC Committee Co-ordinators	07/08/25

Individual engagement

Organisation	Area	Role	Engagement areas
Home Office	DDaT	DDaT CTO	DDaT priorities
		Data Lead	Data alignment
		Data Team	DMAR alignment
	PPPT	Head of PPPT	PPPT alignment
		National Law Enforcement Data Portfolio HO Delivery Director for policing infrastructure and LEDS	PPPT alignment
		PPPT CTO	PPPT alignment (capabilities, national systems and governance)

		PPPT - Product Strategy	PPPT alignment, FSA and PLM
		PPPT data architect	PPPT data review
		PPPT – Homeland Security Group (HSG)	HSG alignment
	PSG	PECP SRO and Head of National Police Capabilities Unit	PSG alignment
		PSG	PSG alignment and governance
		PSG / Data Exploitation	PSG / Data Exploitation alignment
		NPCC Lead for the Police National Computer (PNC)	PNC / LEDS lessons learned / alignment
		NPCC Lead for the Law Enforcement Data Service (LEDS)	
	PECP	Head of PECP	PECP alignment
		PECP Head of Business Change	PECP alignment
		PECP Commercial	PECP Commercial Efficiencies Knowledge sharing
		PECP	ACE commission
	NCoP	NCoP Project Lead	NCoP alignment
	NCR	NCR Lead	Lead for NPITRS&R
		NCR Business Architect	NCR / PPPT alignment
		NCR team	
		NCR Business Analyst	
		NCR / PPPT architect	
	National Policing Capabilities Unit (NPCU)	NPCU	NPCU alignment
		NPCU	NPCU Governance walkthrough
	Data Reform	Data Reform	Data alignment
		Data Reform	Data alignment
	Automation Centre	HO automation centre	Automation Centre alignment
	ESN	ESN Lead	ESN alignment

	LEDS	LEDS Programme Deputy Director	LEDS alignment
NPCC	DDaT CC	DDaT CC Chief of Staff	DDaT CC alignment
	DDaT CC	DDaT CC Co-ordinator	DDaT CC engagement DDaT CC sub-boards DDaT CC priorities
	NTB / Local Forces	NTB chair	Local Force Tech View NTB engagement
		NTB deputy-chairs	
		NTB working group reps	
	NPCC Hub	NPCC Hub - Org Development & Change	NPCC Hub
	NPCC Hub	NPCC Strategic Insights	NPCC Strategic Insights Dashboard
	Crime Operations CC	Crime Operations Co-ordinator	Business Outcomes
	Prevention CC	Prevention Co-ordinator	Business Outcomes
	Performance CC	Performance Co-ordinator	Business Outcomes
	CJ CC	CJ Co-ordinator	Business Outcomes
	Local Policing CC	Local Policing Co-ordinator	Business Outcomes
	Science & Innovation CC	Science & Innovation Co-ordinator	Business Outcomes
	Operations CC	Operations Co-ordinator	Business Outcomes
	Workforce CC	Workforce CC	Business Outcomes
	Finance CC	Finance CC	Business Outcomes
	AI	AI Chief of Staff	AI alignment
	Sustainability	Sustainability Lead	Sustainability alignment
	NPCC Data	NPCC Data Lead	Data alignment
		NPCC NDAO	Data alignment
APCC		Senior Policy Manager	APCC alignment and engagement

	Senior Policy Manager	APCC alignment and engagement
Office of Police Chief Scientific Adviser (OPCSA)	Policing Chief Scientific Adviser	Science & Tech alignment
	Futures Network Leads	Innovation alignment
	Head of Strategy & BD	Policing Problem Book
	Head of Innovation	Innovation alignment
PDS	PDS CEO	PDS alignment
	National Police Digital Strategy team	Digital Strategy alignment
	PDS CTO	PDS alignment (capabilities, national systems and governance)
	PDS architect	PDS capability review
	PDS	Digital Strategy alignment
	PDS	RASSO TOM
	PDS Interim CISO	Cyber / Security
DBS	DBS Chief Architect	DBS alignment
JPRT	JPRT	JRPT alignment
	JPRT	JRPT alignment
College of Policing	CoP - DDaT	CoP alignment
	Centre for Police Productivity	CoP innovation alignment
CT	Head of DDaT - CT	CT alignment
Greater Manchester Police	GMP - Head of IT & Digital	GMP perspective
Welsh Police Forces	Police Collaboration Wales / JPRT / Innovation	Welsh force perspective
NCA	NCA JRPT Lead	NCA alignment
	NCA CTO	NCA alignment
Police Service of Scotland	Police Scotland DDaT leadership	Police Scotland Lessons Learned
	CCC Lead	Police Scotland Lessons Learned