



POLICE DIGITAL SERVICE
ANNUAL REPORT
2021 - 2022





POLICE DIGITAL SERVICE ANNUAL REPORT

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PDS ANNUAL REPORT 2021-2022

We are delighted to present to you our first Annual Report as the Police Digital Service (PDS) - and what an incredibly fast-paced year it has been.

In January 2020, the National Police Digital Strategy 2020 – 2030 was launched. Co-authored by the Police ICT Company and the National Police Technology Council (NPTC), and subsequently supported by the Association of Police and Crime Commissioners (APCC) and the National Police Chiefs' Council (NPCC), the Strategy sets out the roadmap for more digitally enhanced police services.

In April 2021 we transitioned from the Police ICT Company to become PDS, with the remit to facilitate and co-ordinate delivery on the ambitions set out in the Strategy, together with our national partners.

In our “pathfinder year” we have set about building the right foundations for delivery; ensuring that we have a strong and knowledgeable workforce, the right teams, and roles to effectively communicate with forces and providers and the correct tools to do so. This has all come while we have been striving to build our capability and capacity throughout the organisation.

We are proud that we have achieved so much while still in our infancy. Since our inception we have already completed six national programmes:

- The National Enabling Programmes (NEP) rolled out Microsoft 365 across 38 forces, set up a national process for managing police user IDs, established a national cyber security centre to provide a 24/7 monitoring service for police forces, achieved £3.4 million in cashable benefits and £10.8 million in non-cashable benefits.
- The Government Convergence Framework (GCF) has led to all forces now routing emails securely over the internet and using police.uk instead of pnn.police.uk. It has also resulted in a £3.1 million saving to policing.
- The National Standards programme was tasked with creating a platform that would allow standards and other policy documents to be accessed more easily, created more collaboratively, and governed more transparently. A new Governance Structure allows policing to direct and oversee all work on standards at a national level. Housed on an openly accessible platform, this means users can quickly access it whenever and wherever they need to and locate the information they want. Ultimately it has provided clarity of standards for frontline officers, aiding them in the execution of their role.



- With Frontline Digital Mobility (FDM) a national picture of FDM maturity was built to identify opportunities for greater collaboration, alignment, and potential investment. It also saw the development of a collective product suite to provide forces and central bodies with the tools to identify FDM opportunities.

We have established several national teams to support the Digital, Data and Technology Coordination Committee in the management of information assurance & security risk, helping to secure and protect forces from cyber threats.

Following from the Policing ICT Company success in achieving commercial benefit, in our first year, we've delivered £27 million in cashable and cost avoidance savings back in to policing through our commercial services (Home Office verified), brought new areas of business online and successfully delivered, within budget, the majority of the milestones for the 13 grant funded programmes we are managing.

As the organisation continues to recruit to full strength, we, and the whole of the PDS, remain committed to continuing to deliver tangible change for policing and the communities it serves.

We are incredibly proud of everything that we have already achieved and look forward to sharing more detail with you throughout this Annual Report.



Ian Bell
CEO, Police
Digital Service



Stephen Mold
Board Chair, Police
Digital Service

OUR VISION AND PURPOSE

Our aim is to harness the power of digital, data and technology. We work closely with policing and partners to develop and deliver innovative solutions to the challenges facing them, driving real change for forces and the communities they serve. Our vision and purpose are rooted in ensuring that empowering police officers and staff to best serve their communities using digital, data and technology remains at the heart of all we do.

We're also committed to creating an inclusive workplace culture that values diversity and where differences drive innovative solutions that allow us to deliver better outcomes for the organisation, our people and policing.

Attracting, nurturing, and sustaining the right mix of capable people with varied perspectives is key to helping us build the foundations for further delivery, generating better ideas to help policing solve the complex problems it faces in a changing and increasingly diverse world.

On our journey towards 2030 and beyond, the PDS is strongly committed to continue working with policing to deliver the capabilities needed to create a smarter, more digitally enhanced Police service, with a workforce that can fully exploit data and technology to improve the decision-making process, strengthen operational effectiveness, drive value for money and, most importantly, better safeguard and protect the public.

In the National Police Digital Strategy, developed with the NPTC under the sponsorship of the NPCC and the APCC, we set out five key ambitions for policing:

FIVE KEY AMBITIONS FOR POLICING:



AMBITION 1: SEAMLESS CITIZEN EXPERIENCE

We will deliver seamless, digitally enabled experiences. The public will have more choice in how they engage with us, using channels, media or devices most relevant to them. We will be able to connect citizen interactions, information and data across departments, and across forces to build a more credible and richer intelligence picture, all whilst maintaining public trust by ethically acquiring, exploiting and sharing their data.



AMBITION 2: ADDRESSING HARM

We will harness the power of digital technologies and behaviours to identify the risk of harm and protect the vulnerable in the physical and digital world. We will deliver earlier, more precise and targeted proactive policing approaches and early interventions through the application of digital technology.



AMBITION 3: ENABLING OFFICERS AND STAFF THROUGH DIGITAL

We will invest in our people, from leadership through to the frontline, to ensure they are equipped with the right knowledge, skills and tools to deal with increasingly complex crimes. We will establish digital leadership and ways of working to allow our workforce to focus on critical and value-adding activities.



AMBITION 4: EMBEDDING A WHOLE PUBLIC SYSTEM APPROACH

We will foster a philosophy of openness and deepen our collaboration with our public sector partners and criminal justice partners to jointly design and tackle complex public safety issues – sharing data insights and making use of digital tools to work more effectively across the public safety system, ensuring we do so in an ethical way to safeguard public trust.



AMBITION 5: EMPOWER THE PRIVATE SECTOR

We will strengthen our relationships with the private sector to empower it to appropriately share in public safety responsibilities. The private sector, and the users of its services, have always shared responsibility for elements of public safety and, as technologies become easier and more accessible, there are new ways to safely empower those with an active desire to help.

OUR STRUCTURE: GOVERNANCE

PDS IS A MEMBERSHIP ORGANISATION

Our members include:

- All police forces in England and Wales
- British Transport Police Authority
- College of Policing
- National Crime Agency
- Mayor's Office for Policing and Crime (MOPAC)
- Police Service Northern Ireland

The PDS is directed by the Board, which is composed of an OPFCC Chair and six other PCC Non-Executive Directors, one Chief Constable Non-Executive Director, one representative Non-Executive Director from the Other Police Governance Bodies, two Home Office representative Non-Executive Directors, the Chair of the NPCC, the Chair of the NPTC, the CEO of PDS, and the CEO of the APCC. A profile of all current members of the Board can be found below (and on our website: <https://www.pds.police.uk/governance>).

The purpose of the Board is to monitor and oversee the company's operation, ensuring competent and prudent management, sound planning, proper procedures for the maintenance of adequate accounting alongside other records and systems of internal control, and for compliance with statutory and regulatory requirements.

The Board considers strategic issues and risk. It has overall responsibility for setting the long-term plans for PDS, reviewing, and monitoring financial reports.

Representation from our members and oversight by our Board help to ensure that we are fully engaged with policing. Our Business Engagement Managers and staff in individual departments also regularly speak with forces to make sure that we are aligned with current priorities and needs.

PDS is a company limited by guarantee. Its legal construct is the same as the APCC and the College of Policing and the legally preferred structure for non-profit organizations.

We are owned and governed by Policing and the Home Office through our members, the majority being the PCCs of England and Wales. The PCCs are at the fore of strategic drive and direction of the organisation.

PDS also has two sub-committees. The Audit and Risk Committee (ARC) has due regard to the requirements related to PDS's legal status as a 'company' (as outlined above). The ARC supports the Board in its responsibilities for overseeing the management of finance, risk, internal and external controls, and overall governance. The ARC advises and supports the Board on the completeness, reliability and integrity of assurance across PDS. It sits quarterly and comprises five members.

The Nominations and Remuneration Committee (NRC) supports the Board in carrying out responsibilities for the composition and effectiveness of the Board and the remuneration (principles and policy) of all PDS staff under the direction of the CEO. The Committee comprises three members in total and sits quarterly.

There have been four Board meetings and a company AGM in the reporting period (1 April 2021 - 31 March 2022). One of the board meetings specifically related to our budget and is reported as a strategic event in the table below. The ARC met three times since its creation in October 2021 and the NRC met three times since its reconstitution in September 2021.

OUR BOARD OF DIRECTORS:



STEPHEN MOLD
Board Chair and PFCC
for Northamptonshire



IAN BELL
CEO: PDS



SIMON BOURNE
Chief DDaT Officer
Home Office



JEFF CUTHBERT
PCC for Gwent



ANDREW DUNBOBBIN
PCC for
North Wales



JO FARRELL
Chief Constable
Durham
Constabulary



MARTIN HEWITT QPM
Assistant Commissioner
and NPCC Chair



DAFYDD LLYWELYN
PCC for
Dyfed-Powys



BETHAN PAGE-JONES
Head of the National
Police Capabilities Unit:
Home Office



DARRYL PRESTON
PCC for
Cambridgeshire
and Peterborough



DARREN SCATES
NPTC Chair and Chief
Technology Officer:
Metropolitan Police
Service



ANDREW SNOWDEN
PCC for
Lancashire



ALAN TODD
Assistant Chief
Constable:
Police Service of
Northern Ireland



STEVE TURNER
PCC for Cleveland

BOARD AND COMMITTEE ATTENDANCE IS DETAILED IN THE TABLE BELOW:

MEETING ATTENDANCE PER BOARD MEMBER OF MEETINGS ELIGIBLE TO ATTEND:

DIRECTOR'S NAME	POSITION	BOARD MEETINGS	STRATEGY EVENTS	AUDIT AND RISK COMMITTEE	NOM AND REM COMMITTEE
STEPHEN MOLD	Director (Chair)	3/3	1/1	N/A	N/A
MATTHEW BARBER	Director	2/3		N/A	N/A
IAN BELL	Director	3/3	1/1	N/A	N/A
KATY BOURNE OBE	Director	3/3	0/1	3/3	N/A
JEFF CUTHBERT	Director	2/3	0/1	N/A	N/A
IAN DYSON QPM *	Director	1/3	1/1	N/A	N/A
ANDY DUNBOBBIN	Director	2/3	0/1	N/A	3/3
JO FARRELL *	Director	1/3	0/1	N/A	N/A
SUSANNAH HANCOCK	Co-opted Director	3/3	1/1	3/3	N/A
MARTIN HEWITT QPM	Director	3/3	1/1	N/A	N/A
MIKE HILL	Director	3/3	1/1	N/A	3/3
BETHAN PAGE-JONES	Director	2/3	0/1	2/3	N/A
DAFYDD LLYWELYN	Director	3/3	0/1	N/A	3/3
DARREN SCATES *	Director	1/3	0/1	N/A	N/A
ALAN TODD	Director	1/3	0/1	N/A	N/A
STEVE TURNER	Director	2/3	0/1	3/3	N/A
STEPHEN WHITE *	Director	0/3	1/1	N/A	N/A

* Those Directors asterisked were not in post for the whole reporting period.

DURING THE 2021-2022 PERIOD THE FOLLOWING DIRECTORS STOOD DOWN FROM THE BOARD:

MATTHEW BARBER, Police and Crime Commissioner for Thames Valley;

KATY BOURNE OBE, Police and Crime Commissioner for Sussex;

IAN DYSON QPM, Commissioner, City of London Police;

SUSANNAH HANCOCK, CEO of the Association of Police and Crime Commissioners;

MIKE HILL, Director of Police and Public Protection Technology, Home Office;

ANTHONY STANSFELD, Police and Crime Commissioner for Thames Valley; and

STEPHEN WHITE, Acting Police, Crime and Victim Commissioner for Durham.

PDS thanks all of our former Board directors for the contribution they have made to the Police Digital Service. However, a special thanks is extended to Katy Bourne. As former Chair of the Board, Katy has been a committed and engaged Board Director throughout the six years of her service, helping to set the course for a more mature organisation.

OUR DIRECTORATES

As we evolved and grew during our first year as the Police Digital Service, so did our workforce. During this time, we have focused on establishing the correct teams and skills to best support policing with the aims of the National Policing Digital Strategy.

OUR DIRECTORATES NOW INCLUDE:

BUSINESS ENGAGEMENT

The Business Engagement and Marketing and Communications teams sit within this department. Business Engagement works closely with colleagues, partners and stakeholders and, crucially, police forces to facilitate working relationships, information sharing and to help identify issues which PDS can facilitate solutions to.

CYBER SERVICES

Cyber Services provides information assurance to policing on behalf of the NPCC. The department includes the National Management Centre (NMC) which carries out protective monitoring against cyber threats for police forces. It also has responsibility for the services previously provided to forces via the Homes Office's National Policing Information Risk Management Team (NPIRMT).

THE DIGITAL DATA & TECHNOLOGY TEAM (DDaT)

DDaT provides policing with access to a range of digital and technological capabilities and services that solve real policing problems and drive transformation. They work closely with the Digital, Data and Technology Coordinating Committee (DDaTCC) on a national level, as well as with a range of partners across policing.

DELIVERY SERVICES

Delivery Services encompasses work on national programmes such as: Video Enabled Policing, Transforming Forensics, Digital Case File and the Government Convergence Framework. It also includes the Programme Management Office which oversees projects and programmes within PDS using our Project Delivery Framework.

OPERATIONS

Operations houses the functions that enable our business to operate effectively and efficiently day to day; Commercial, Finance, HR, Business Support and Operational Services.

OUR SENIOR LEADERSHIP TEAM:



IAN BELL
CEO



OWEN WHITE
Chief of Staff



SIAN LEWIS
Director of Delivery
Services



DAVE BOWEN
Operations Director



ALEX BOWEN
Chief DDaT Officer



JASON CORBISHLEY
Chief Information
Security Officer

RESOURCING: OUR PEOPLE

Since the start of the pandemic, our people have been working remotely. Following the end of the lockdowns, we took the strategic decision to continue empowering our people to primarily work from home.

As a technological and digital company, we pride ourselves on providing our employees with the right tools to enable them to work effectively and efficiently from anywhere in the country. This means that our network of experts is working on behalf of policing from locations across the UK, still within a secure environment.

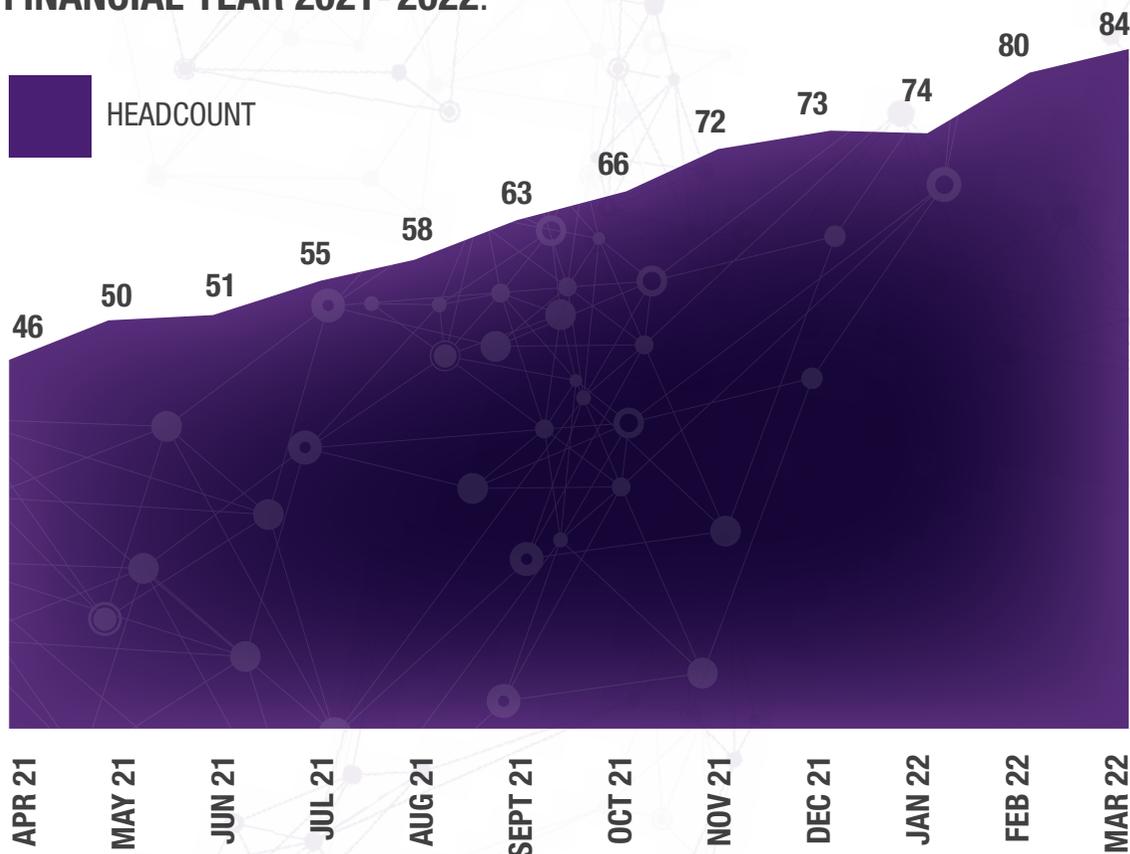
Additionally, it also provides us with the opportunity to carry out recruitment on a national basis and aligned with this, supports our commitment to diversity, equity and inclusion.

We have purposely chosen to use the term “equity”, rather than “equality” because we recognise the importance of making sure everyone has the same opportunities. We are passionate about ensuring we give people what they need in order to make things fair. We will treat everyone differently dependent on their need and firmly believe this different treatment is key to reaching equity.

As we recognised in our introduction to this Annual Report, we want everyone to have a sense of belonging at PDS. We are all individuals, and we want an environment where all differences of thought and outlook are not only respected but are valued and celebrated, with each employee supported to reach their full potential.

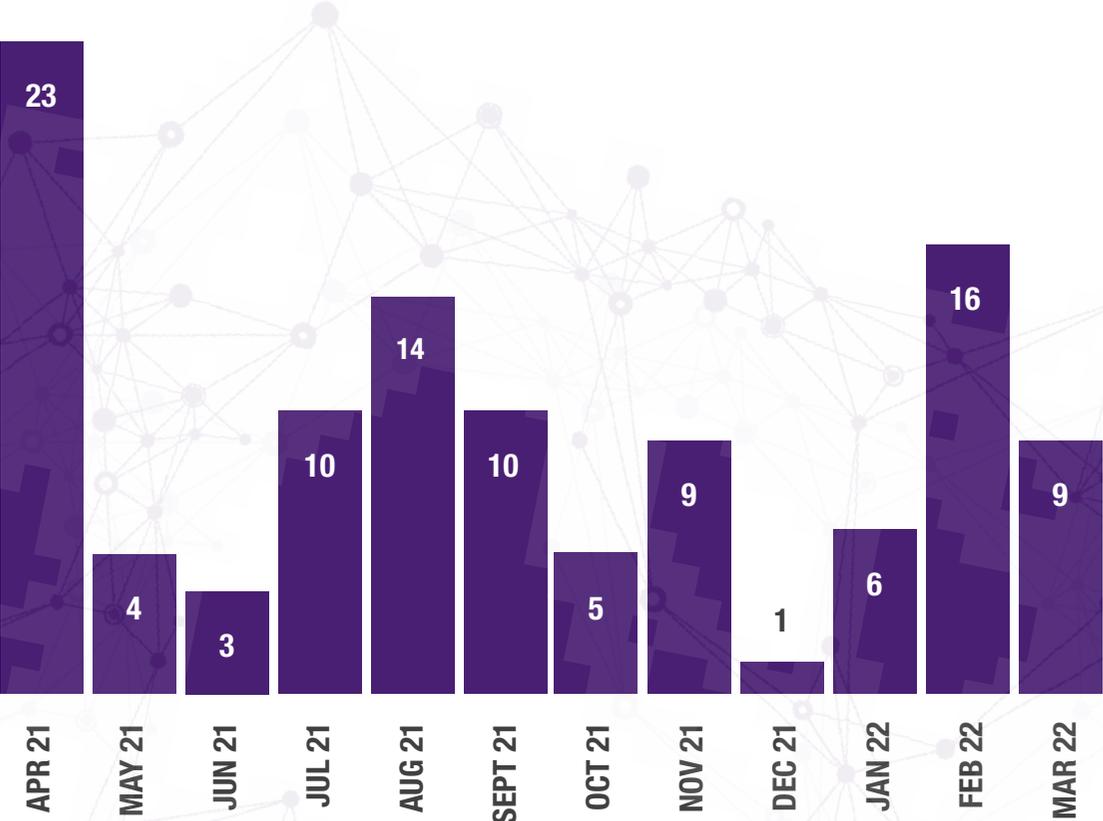
We know that creating an environment of respect and inclusion leads to better decision-making, greater innovation, engagement at work and ultimately will support us in achieving our vision for policing.

TOTAL STAFF HEADCOUNT (EXCLUDING CONTRACTORS), FINANCIAL YEAR 2021- 2022:



NUMBER OF NEW EMPLOYEES JOINING THE ORGANISATION BY MONTH, FINANCIAL YEAR 2021-2022:

 NEW EMPLOYEES



DELIVERY AGAINST THE NATIONAL POLICING DIGITAL STRATEGY AMBITIONS



In this section of the Annual Report, we take a retrospective look at how PDS is supporting policing to deliver against the five strategic ambitions set out in the National Policing Digital Strategy, highlighting key achievements and progress made during the 2021-22 financial year.

In its 'pathfinder year', PDS has focused on building the capability and capacity needed to take forward our ambitious plans. The sections that follow highlight how the organisation has been 'gearing up' its operations with an emphasis on ensuring that delivery is by, with and for the police service.

PDS established a Delivery Services directorate. Its mission, is to provide policing with a centrally co-ordinated, locally delivered, coherent and consistent approach to the delivery of national digital projects and programmes. The directorate plays an important role in the successful delivery of national programmes that are hosted by PDS.

POLICING AND PARTNERS ARE PROVIDED WITH:

- A consistent and coherent delivery service with well-resourced, skilled and experienced teams that support forces in their local implementation of national programmes;
- a centre of expertise to support forces in establishing a credible and capable programme delivery function locally, standardising the approach to allow the seamless flow of delivery from national to local and local to national; and
- timely and accurate management information to inform timely investment decisions across the portfolio of work.

Five programmes within Delivery Services were successfully closed down by the end of the 2021/22 financial year, having met their objectives. Additionally, new directorates, as part of the evolution of PDS were in the process of becoming established. This included support for the formation of Cyber Services and Digital, Data and Technology.

Seven key national programmes are hosted by PDS and the majority of these are 'in flight', along with a broad range of initiatives delivering capabilities for police forces and partner agencies. The sections that follow cover the benefits and outcomes that have been delivered for policing, alongside those that are planned for the future, when the in-flight programmes are completed.



SEAMLESS CITIZEN EXPERIENCE

AMBITION 1: SEAMLESS CITIZEN EXPERIENCE

We will deliver seamless, digitally enabled experiences. The public will have more choice in how they engage with us, using channels, media or devices most relevant to them. We will be able to connect citizen interactions, information and data across departments, and across forces to build a more credible and richer intelligence picture, all whilst maintaining public trust by ethically acquiring, exploiting and sharing their data.

The public are increasingly using digital methods to interact with police forces and it is vital that they receive the same level of service, regardless of which communication method they choose. We're working closely with forces to identify processes that can be improved or streamlined, by using digital to offer seamless experiences for police officers and staff, as well as, the citizens they serve.

Force Digital Mobility (FDM)



The FDM programme looked at the mobile technology, data, processes and skills which were in place to digitally enable officers across the country. This was not just restricted to smart phones and included all mobile digital devices such as drones, and thermal imaging.

Work on FDM originally began in 2019 as part of the Digital Policing Portfolio, transitioning to the (then) Police ICT Company the following year.

Following the establishment of PDS in April 2021, FDM focused on outcomes and transitioning to business as usual, with the aim of accelerating improvements and aligning capabilities for frontline digital mobility across policing.



A User Group was established, with monthly sessions giving forces an opportunity to highlight the good work that was being undertaken on FDM. These sessions also allowed FDM leads to engage with other UK forces and ask open questions to the community.

All 43 Home Office forces engaged with the programme at various stages, as well as some non-Home Office Forces including British Transport Police and Police Scotland.

A landscape review was conducted with forces to establish which systems they were using and their capabilities, including areas of innovation, particularly around violence against women and girls.

FOLLOWING COMPLETION OF THE LANDSCAPE REVIEW, WHICH RECEIVED RESPONSES FROM 31 HOME OFFICE FORCES, IT WAS USED TO DEVELOP THREE PRODUCTS:

- An FDM national catalogue;
- a national picture of FDM maturity; and
- a National Standard for FDM.

The landscape review was shared with the FDM Community and helps them understand their position relative to their peer forces. It also provided forces with a means to contact others directly.

The FDM National Picture of Maturity highlighted discrepancies between force maturity levels and potential areas for improvement to save police officer and staff time, resulting in a better service for members of the public.



The GCF programme was commissioned to support the exit from an framework agreement, which provided a single platform for secure information sharing across the public sector. The Framework had become costly to maintain and could be provided more effectively through alternative platforms.

This ten-year Framework relied on one supplier, Vodafone, to provision the technology platform that provided the Public Service Network used by around 700 UK-based organisations. These included both national and local public sector services. Exiting GCF allowed forces to benefit from better alternatives, improve the security and effectiveness of email messaging relays and achieve better value for money.



A government consultation process was carried out and concluded that GCF should be decommissioned. Forces using the '.PNN' secure email relays, would need to migrate from the GCF ahead of the platform closure.

The Home Office sponsored the GCF exit programme to support the migration of police forces on to alternative arrangements for secure email services. Forces had the option to migrate to new, secure, email relay aligned to the NEPs' provision of capabilities (see 'Enabling officers and staff' ambition, for more information on the NEP).

The GCF programme team worked closely with the Home Office and other national programmes including the Law Enforcement Capability Network (LECN), which is creating a new, future-proofed encrypted network to protect police and law enforcement communications.

The programme team successfully migrated all forces off the GCF platform, on schedule, by March 2022, saving £3.1 million by exiting the Vodafone contract.





AMBITION 2: ADDRESSING HARM

We will harness the power of digital technologies and behaviours to identify the risk of harm and protect the vulnerable in the physical and digital world. We will deliver earlier, more precise and targeted proactive policing approaches and early interventions through the application of digital technology.

'Addressing harm' in the digital age increasingly requires policing and the public to deal with a range of threats in both the virtual space and the physical environment. PDS strives to support forces and partner agencies with their ongoing efforts to respond to an ever-growing range of cyber threats. This enables policing to focus on its crucial work of keeping people and communities safe.

Establishing Cyber Services



During 2021-2022, PDS laid the foundations for a national Cyber Services directorate. Cyber's mission, with law enforcement, is to develop, establish and deliver functional cyber services, to meet UK policing digital ambitions.

In June 2021, the National Chief Information Security Officer (CISO) started to build the function and a Cyber Services Strategic Vision was implemented. This set out that the directorate would be a geo-located, central capability that maintained supportive relationships with forces to proactively manage information security risk at a national level. All of this, whilst supporting a defensive posture at a local level.

THREE KEY PILLARS FOR THE SERVICE WERE SET OUT:

1. Establish a nationally coordinated, locally delivered, PDS Cyber Service that meets the needs of all the UK Chief Constables, and Police and Crime Commissioners in efficiently reducing the risk and impact of cyber security threats;
2. create a centre of expertise, with the capability to provide cyber security services to allow digital trust between the citizen and the police forces. This is all whilst enhancing legislative compliance; and
3. deploy the most appropriate technology to secure critical information systems, assess and build security solutions as an enabler, orchestrating a platform for digital change.



In the same year, NPIRMT transitioned its functions into Cyber Services. This was completed in March 2022. These functions were taken over by the directorate's Delivery Team (for new work) and the Audit Risk and Compliance Team (for BAU compliance).

In the period running through to the end of the 2021/22 FY, the National Management Centre (NMC), was also in the process of transitioning from a delivery programme (formerly hosted within the NEP) over to Cyber Services. The NMC has created a state-of-the-art facility, expanded the team, and launched seven cyber capabilities. There are 38 forces which are fully onboarded to and making use of NMC services, with the majority (32) having an agreed incident response plan in place.

Overall, during the last financial year, the NMC handled 172 cyber incidents. A significant amount were phishing attacks, emails purporting to be from reputable companies that are used to induce individuals to reveal their personal information (e.g. bank details). A large proportion were general cyber incidents. Here forces were supported by using proactive incident handling and expert recommendations from the Centre. In addition, the NMC provided significant resources and time on denial-of-service attacks, designed to render a digital service inaccessible. These efforts were to ensure that forces involved had adequate protection from any sophisticated attacks, which could use that type of incident as a platform for further attacks. Lastly, another key incident was Log4j, during the Christmas period (detailed in the case study below).

The NMC now forms part of the wider Cyber Services directorate, working directly to the National CISO. This enables all cyber capability to work as an in-life function, giving greater alignment between compliance, audit, assurance, and cyber operations.



Key achievements and milestones in 2021-22

INTERNATIONAL ACCREDITATION

In June 2021, PDS achieved ISO 27001 accreditation. This is the international standard for information security management, as independently assured by an external accreditation body. This is a globally recognised benchmark of good practice and covers all organisational, physical, and technical controls. These are involved in an organisation's information risk management processes.



SUPPORTING CYBER SECURITY INITIATIVES

During October, PDS, Cyber Services and the NMC supported the European Cyber Security Month (ECSM) campaign. This initiative raised awareness of cyber security and the steps people can take to protect themselves from threats in the digital space. This included a range of threats covered during the month, for example, phishing attack emails, as outlined above. Each topic covered a general overview and mitigation advice for responding to risks and threats. Additionally, best practice examples were given for how targeted attacks had been stopped or avoided due to the operations Cyber Services and the NMC had provided to UK forces.

A SENIOR INFORMATION AND RISK OFFICER (SIRO) CONFERENCE

This was held by Cyber Services in November 2021. Entitled 'Building a Community of Trust' the key aims of the conference were to share information, learning and insights relating to the challenges of cyber security, as well as to engage force Senior Information and Risk Officers (SIROs) on what PDS can do to support them in their roles. The day-long event had speakers from Redcar and Cleveland, who shared their experience of dealing with a ransomware attack in 2020, as well as representatives for the National Cyber Security Centre (NCSC), and the NMC. A total of 55 SIROs or their deputies (at a senior level) attended, and PDS encouraged a free-flowing and honest conversation to listen and take feedback from this important community.

POLICE INFORMATION ASSURANCE FORUM

The Police Information Assurance Group worked in partnership with PDS Cyber Services to host a national event for information assurance experts across policing. This took place on 16 March 2022 and explored a wide range of cyber risk and threat management topics, including inputs from PDS on how the NMC supported the response to the Log4J incident (detailed below) and tackled threats in the broader landscape.

CASE STUDY: Supporting the policing response to critical incidents: Log4J



On 10 December 2021, a vulnerability was discovered by the NMC, which was found in Log4j, an open-source logging library commonly used by applications and services across the internet. If left unfixed, attackers could remotely access vital systems, steal passwords and logins, extract data, and infect networks with malicious software.



Once the vulnerability was identified, the NMC commenced support to policing, publishing and circulating an alert. During the week of 13 to 19 December, nine alerts were sent out to police forces, with sustained support. This included a Gold Group (used for responding to critical policing incidents) that was stood up immediately during the period to ensure SIROs and senior colleagues in forces, were aware of the ongoing incident.

The NMC worked closely with forces to ensure that remedial action was taken to help protect their IT infrastructure.

“ *The NMC focused on mitigating the risk to police systems and communicating with operational roles within force. The Cyber Services' Risk, Audit and Compliance team took the advice and findings to strategic leaders in force to make them aware of the severity of the situation at hand. The Cyber Services team was heavily involved in monitoring the risk of any activity during Log4j.* **”**

Mike Lattanzio, Chief Information Officer, Thames Valley Police





AMBITION 3: ENABLING OFFICERS AND STAFF THROUGH DIGITAL

We will invest in our people, from leadership through to the front-line, to ensure they are equipped with the right capabilities (knowledge, skills and tools) to deal with increasingly complex crimes. We will establish digital leadership and ways of working to allow our workforce to focus on critical and value-adding activities.

National Enabling Programmes (NEP)



The NEP was created to introduce a secure platform and national standards. It enabled new ways of working and supported collaboration for the 43 Home Office Forces. During the final year of its operation (2021/22), it transitioned to PDS.

The NEP closed with 39 police forces and the College of Policing having been approved for full rollout of Microsoft 365 (M365) capabilities. More than half of those forces had completed the full rollout of M365 by the end of March 2022, resulting in a considerable change to working practices, enabling hybrid working and a potential for wider-ranging impact on force premises and IT expenditure.

The programme also implemented the SailPoint Identity Access Management (IAM) capability, the foundation for the National Identity and Access Management Service. This Home Office partner programme is working to provide police and law enforcement with secure, easy access to national policing applications and services; a solution with fewer login credentials, the ability to collaborate across and beyond policing with improved security and auditing.

NEP ESTABLISHED THE PROGRAMME STRUCTURES, TECHNICAL DESIGN AND BUSINESS CHANGE ARRANGEMENTS REQUIRED TO DESIGN, BUILD, AND DEPLOY NATIONAL SOLUTIONS ACROSS FOUR KEY AREAS:

- A NMC for managing cyber threats, that has transitioned to business-as-usual within PDS;
- IAM to enable access to key information systems such single sign on, rather than using multiple passwords for different systems;
- Productivity Services - providing a suite of digital capabilities, made available to forces through Microsoft 365; and
- Security Risk Management (SRM), delivering comprehensive resources and tooling to support forces, working to the 'secure by design' approach for management of information security risks and threats.



The programme delivered reported benefits in excess of those originally forecast; these are believed to be just a proportion of what forces are achieving and are expected to achieve in the future. This equated to around £14.2 million, achieved through a combination of cashable and non-cashable benefits.

NEP was identified as an exemplar of successful programme delivery, achieving all of its objectives.



- A strong engagement and collaborative approach were critically important. This involved working with police and being sensitive to the needs of forces balanced against local priorities and competing demands. NEP teams were supportive, making the effort to listen and change approaches where required, but also persistent and consistent.
- A successful Delivery Model comprised a comprehensive delivery structure, with force-facing delivery teams covering management, technical and business change aspects, backed by central designs, communications and benefits management.
- Dedicated support for adoption and benefits including regular webinars, a Solutions Catalogue of nationally and locally designed PowerApps, a National Enabling Centre (providing learning resources and tools) and encouraging forces to share their experiences and solutions.
- Maintaining visibility and momentum through continuous communication across a range of media.

“ *It's the first time ... I can remember such a successful programme of work ... that's made such a fantastic difference to forces, both operationally and across the piece. It's certainly ... touched absolutely everybody within West Yorkshire Police, within every force that it's now been delivered into, and is making a big difference in our day-to-day work.* **”**

Emma Ahern, Head of Digital Innovation, West Yorkshire Police



IN FOCUS: Making use of video and supporting technology to enable officers and staff (Video Enabled Policing)



VEP is transforming how police officers conduct interviews and provide witness evidence in court. Supported by existing investment in technology, officers and staff will be empowered to adopt new, improved ways of working.

A key strategic objective for VEP is investing in innovation, technology, and new ways of working to maximise productivity and efficiency gains for policing and encourage greater collaboration with criminal justice partners.

THE VEP PROGRAMME SETS OUT TO TRANSFORM HOW POLICE OFFICERS ARE CO-ORDINATED WITH TWO NEW CAPABILITIES:

POLICE WITNESS COORDINATION (PWC)

PWC provides a range of tools that keeps officers fully apprised of their requirement to appear as a witness in a trial. Timely trial updates enable officers to return to active duty with minimal delay or disruption. It is also automating many of the administrative tasks, associated with caring for and managing witnesses, to reduce the demand placed on witness care units and creating spare capacity to better focus on civilian and vulnerable witnesses.

“*The Police Witness Coordination (PWC) solution will support our police witness care units as well as forces more broadly. It will help us to fulfil our obligations under the Victims Code of Practice & the Witness Charter by automating the witness warning of police officers and staff called to give evidence. Our witness care units are dealing with increased caseloads since the COVID-19 pandemic, automating this function will afford our witness care teams more time to support civilian victims and witnesses. In addition, the real time nature of the warnings and de-warnings will release operational officers and staff from court in a more timely manner allowing them to return to their duties.*”

DCC Emma Barnett - NPCC Victims and Witnesses Portfolio lead

PACE INTERVIEW COORDINATION (PACE-IC)

PACE-IC provides tools for interviewing officers to better manage and co-ordinate the participants of a PACE interview. Interpreters and defence solicitors can be booked efficiently, and scheduling disclosures, briefings and interviews easily coordinated. This will reduce hold times, lower interpreter costs and aid improved risk management in custody suites

“*The introduction of the VEP PACE Interview Coordination solution will support forces in a number of ways. It will help meet our duty of care, in ensuring the safe and lawful activities in custody suites.*”



It will drive efficiencies saving time for officers and staff, reduce reliance on telephony and help address areas for improvement, including those identified by HMICFRS in forces' custody operations nationally. ”

DCC Nev Kemp, NPCC Custody Portfolio Lead

Benefits across both solutions, are currently and conservatively estimated at a national level at £62.2 million per annum. This includes, for example, enabling officers and staff to better plan and manage time through technology, and avoid unnecessary travel to and from courtrooms or police premises. These capabilities will also enable forces to leverage a significant return on their investment for having implemented the NEP infrastructure and productivity tools, provided through M365.



Key achievements and progress in 2021/22

- VEP Project Team formed, hosted within the Sussex Police and Crime Commissioner's office and sponsored by PDS.
- The VEP Programme met most of its key milestones and deliverables in the revised Strategic Delivery Plan.
- The Team engaged with all 43 forces (in England and Wales). By FY end, **17 forces had confirmed their intention to adopt the two VEP solutions**, once available (this has now risen to 22 forces).
- A national rollout plan for forces was determined, with delivery due to start from January 2023.
- Hertfordshire, Bedfordshire, Surrey and Sussex confirmed as **Model Implementation Forces (early adopters for the new capabilities)**.
- **Sword Group appointed as technology delivery partner**, started work with the programme in January 2022.
- **VEP has established the first direct policing system interface to His Majesty's Courts and Tribunals Service's (HMCTS) Common Platform.** This is achieved through an Application Programming Interface (API) that enables secure access to courts data in live time for court. This ensures early update notifications can be sent to police witnesses to stand them down, for return to frontline duties at the first available opportunity, when cases do not proceed. It is an achievement that will benefit all police and criminal justice collaboration to come.



AMBITION 4: EMBEDDING A WHOLE PUBLIC SYSTEM APPROACH

We will foster a philosophy of openness and deepen our collaboration with our public sector partners to jointly design and tackle complex public safety issues – sharing data insights and making use of digital tools to work more effectively across the public safety system, ensuring we do so in an ethical way to safeguard public trust.

'Embedding a whole public system approach' ambition emphasizes the importance of partnership working to understand the systemic pressures faced by forces and partner agencies with designing, building and commissioning solutions.



The DCF Project is an example of how PDS is working with partners to transform ways of working across the criminal justice system (CJS).

The existing criminal case file process is complex and case files remain a document-based process, using outdated Manual of Guidance forms. Information is entered multiple times on different forms, leaving much room for error and contributing to case file failure rates and rework.

DCF will make it easier to present evidence gathered by policing for use in court, enabling case file information to be entered 'right first time'. There will be less duplication of effort, capturing data once and providing a range of features to help with the building and sharing of this information with the Crown Prosecution Service (CPS). DCF is designed for, and will be delivered through, upgrades to the case/records management systems that police forces and the CPS use.

With a range of features to enable digital building and sharing of case data, DCF will benefit the CJS through: improved quality, increased efficiency, process improvements for disclosure and a better user experience for officers, staff and prosecution teams.

These benefits will equate to around **£15.2 million** for policing. This is estimated based on 442,000 hours in time savings per year on: case file preparation, submission and review procedures.



For the CPS and criminal justice partners, the overall projected savings of **c.£1.73 million**, are achieved primarily by: reducing time spent on case file administration, requests for additional information and/or reviews.

DCF is working collaboratively across the CJS and in partnership with the tech industry to prepare for and put in place DCF to national standards. The key aim is to achieve better experiences and justice outcomes for the public.

DCF is targeted for Model Implementation (early adopters) in the 2023/24 FY including South Wales and Gwent police forces and CJ partner agencies. National rollout will follow.



Key achievements and progress in 2021/22

- The DCF National Project Team met all their key deliverables.
- The CPS completed development of DCF upgrades to its content management system.
- A benefits metric collection dry run for South Wales and Gwent police forces and the CPS.
- The Project Team developed a suite of resources comprised of an Implementation Pack covering the key phases of delivering DCF, to help forces and CJ partners prepare. Refreshed in March 2022 and available on the PDS' Knowledge Hub.
- The National Rollout Co-ordination Group (NRCG) was formed and now meets bi-monthly to co-ordinate any rollout schedule changes, with force representatives, key suppliers and CJ partners.
- The Project Team supported process mapping activities in Model Implementation forces and refreshed the Sustainment Strategy, for when DCF is a business-as-usual capability.
- Considerable success was achieved in proactively monitoring and encouraging the implementation of the two-way interface (TWIF), which enables case information to be shared between a force's systems and that of the CPS. 41 out of 44 forces are now live on TWIF.
- The South Wales & Gwent Local Implementation Team, formed in October 2020, continued to meet to progress Model Implementation plans. This brings together key stakeholders from the police forces and local partner agencies involved.



Setting national standards for policing and partners



PDS' National Standards programme was commissioned to bring together the broad range of standards and specifications across the policing landscape.

Before the programme began, the approach to standards was fragmented with many standards being duplicated across forces and partner agencies. This left suppliers unsure which standards to adopt to ensure suitability for the policing market.

Additionally, many national strategies published by UK government departments, such as the NCSC and the Cabinet Office, were not considered when new standards were being sourced or developed.

Lastly, standards were often out-of-date or incomplete documents, reinforcing the need to implement a lifecycle for standards and ensuring they were regularly reviewed.

The National Standards programme contributed to the key strategic ambition for Embedding a whole 'public system approach'. The programme developed a web-based national platform that allows for policing, partner agencies and suppliers, to search for data and technical standards and specifications. The programme also established a governance framework. A National Standards Governance Board (NSGB) chaired by the NPCC provides oversight. The National Standards Assurance Board (NSAB) operates the documented processes and reports on progress, with the continued review of existing standards provided through the platform and the development of new ones. This was achieved at no additional cost to police forces (either for the programme or ongoing maintenance of the platform). PDS funded the initiative. The standards platform is powered by the PDS Knowledge Hub, as an existing digital platform that is available to policing and partner organisations.

The programme has brought together UK policing, the Home Office and suppliers. These organisations, alongside PDS, have continued to work in collaboration to source, promote and adopt standards in line with the National Policing Digital Strategy. These collective efforts are helping to drive innovation, reduce costs and improve interoperability. Much of the success of the programme during its lifespan, was due to the eagerness of both policing and the private sector to solve these problems, by working in partnership on standards and using a centrally managed standards framework that was collectively agreed upon.

The programme closed in March 2022, having achieved all of its objectives. National Standards is a continuing service that is provided through PDS.



Key achievements and progress by close in 2021/22

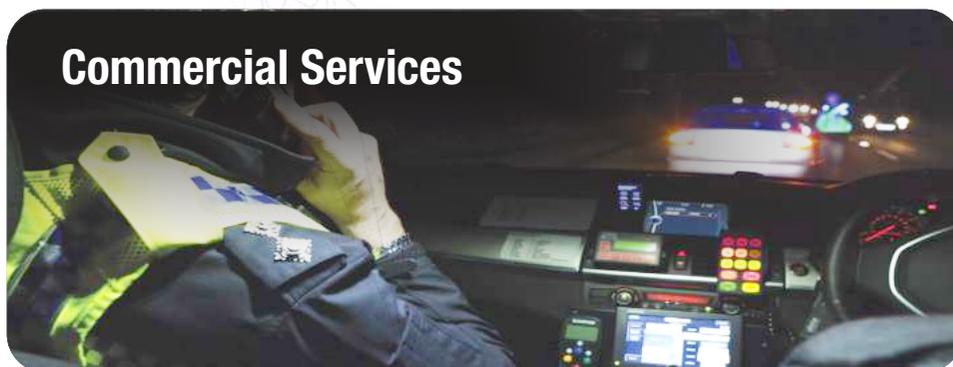
- For the first time policing, the Home Office, partner agencies and the private sector can collaborate together on a common approach for standards.
- An accreditation framework has been implemented which allows policing to choose which standards are a minimum requirement and which ones are required by legislation (i.e. mandatory).
- Overall, 160 standards have been tagged, categorised and migrated onto the platform. These standards have all been reviewed for suitability by policing and industry experts.
- 15 community practitioner groups have been established across a range of categories (such as data and forensics). These groups consist of policing and private sector experts, and they provide critical feedback on all standards that are housed on the platform.
- Policing can now set the direction of standards at national level, choosing where to focus resources. Since the programme was established the NSGB chose to focus on improving data standards which resulted in the development of a new set of People, Object, Location Event standards and the migration of 20 data standards to the national platform.



AMBITION 5: EMPOWER THE PRIVATE SECTOR

We will strengthen our relationships with the private sector to empower it to appropriately share in public safety responsibilities. The private sector, and the users of its services, have always shared responsibility for elements of public safety and, as technologies become easier and more accessible, there are new ways to safely empower those with an active desire to help.

As part of PDS's ambition to 'Empower the private sector', we're engaging actively with the tech industry, to ensure that challenges faced by policing and partners can be addressed by solutions that they have to offer. PDS works to strengthen relationships between law enforcement, its partner agencies and the supplier community to allow for public safety responsibilities to be appropriately shared. This covers a range of touchpoints through from initial engagement with suppliers commissioning work on capabilities (as part of our Delivery Services portfolio of national programmes) or through commercial agreements with suppliers, negotiated by our Commercial Services department. PDS also engages with key industry bodies, such as techUK, the UK's technology trade association, championing technology's role in preparing and empowering the UK for what comes next, delivering a better future for people, society, the economy and the planet.



Commercial Services

Working together on a national scale, across public services and the private sector, puts PDS in a strong position to negotiate with suppliers, save money and re-invest these savings into the services we provide. Commercial Services, therefore, plays a key role, by securing large-scale commercial opportunities for UK policing, and other public sector organisations where appropriate, to enable them to cost-effectively secure and deploy technology.

During the 2021/22 FY, Commercial Services provided around **£26.9 million in cashable/cost avoidance savings to forces**, a figure validated by the Home Office. This has been achieved through commercial opportunities offered to and chosen by UK policing organisations and wider law enforcement agencies. Examples of key agreements and the benefits of these for forces and partners, are provided on the following pages.



A three-year Memorandum of Understanding (MOU) between Microsoft and the Crown Commercial Service (CCS) was secured in April 2021. This involved PDS and NEP, in partnership with the NPTC. The Memorandum has enabled all UK law enforcement organisations and other public sector customers to benefit from the same levels of Microsoft service, pricing and discounts. The Memorandum ensures that policing will be able to access the discounts and beneficial terms for Microsoft 365, Azure and associated support, and security services.



This contract was renewed in December 2021. Through the agreement organisations benefit from the rapid deployment of software and license compliance, along with increased and scalable discounts. The contract through an enterprise licence agreement (ELA), is accessed by thirty-two forces and four fire authorities. It provides **savings of approximately £1.3 million back into policing**. The successful supplier for this procurement was Computacenter and this ELA will be in place until December 2024.



Engaging with the public and handling contact to forces and other agencies through digital communications channels and social media are business-as-usual. This form of contact with forces via non-traditional methods is rapidly increasing.

PDS's Multi-supplier Social Media Framework (SMF) with Orlo and Salesforce, enables forces to procure a platform where they can operate and control all their corporate social media channels in one place. This is in line with nationally agreed standards for social media management – in a safe, secure and auditable way. It also offers value for money by avoiding the need for an organisation to procure solutions locally. Currently, 28 organisations including forces, fire authorities, and an air ambulance service access the agreement.



Ensuring IT systems are ready for potential cyber-attacks is critically important for police forces and partner agencies. Pen testing allows for simulated testing to evaluate the security of an IT system. The IT Health Check Framework streamlines the process for police forces and other agencies, to procure either through conducting a mini competition across the eight suppliers on the agreement, or to direct award to one of them if they wish to. The Framework went live on 1st December 2021 and there has been a lot of interest from forces since its inception.



FOCUS ON: Digital Evidence Project's (DEP's) work to support on technology for rape investigations

DEP is a new area of work within PDS. The project was initiated in June 2021, driven by the government's response to the Rape Review and to support the Home Office. It seeks to establish common standards and methods for sharing digital evidence. The Project is working to achieve a shared vision for how technology is used, in line with agreed standards for investigating rape and serious sexual assault offences (RASSO). The overall aim is to improve the experience of victims and witnesses, whilst ensuring a fair judicial process is carried out. To date, DEP has engaged and collaborated with key partners in the RASSO and digital forensics space, including: Operation Soteria Bluestone, Transforming Forensics (TF) and the Forensics Capability Network (FCN).

DEP's initial focus was on setting the challenges of investigating RASSO cases to industry. To this end a 'RASSO problem statement' was developed by the Project, in collaboration with the Home Office, the NPCC, TF, FCN and the Crown Prosecution Service. From this point through to the end of the 2021/22 FY, the Project has achieved a series of key milestones, as set out below.



Key achievements and progress by close in 2021/22

- Workshops were held in June and July 2021 with representatives from the stakeholder organisations referenced above. These workshops helped to further refine the 'RASSO problem statement' to agree and set out the issues facing victims, investigators, digital forensics units, and prosecutors with an awareness of existing, available technology.
- Initiation of a project team - Summer/Autumn 2021.
- Work commenced with the Home Office's Accelerated Capability Environment (ACE). This has involved exploration of potential solutions to set and then solve RASSO challenges, in relation to rapidly changing digital and data technologies.



EMPOWER
THE PRIVATE
SECTOR

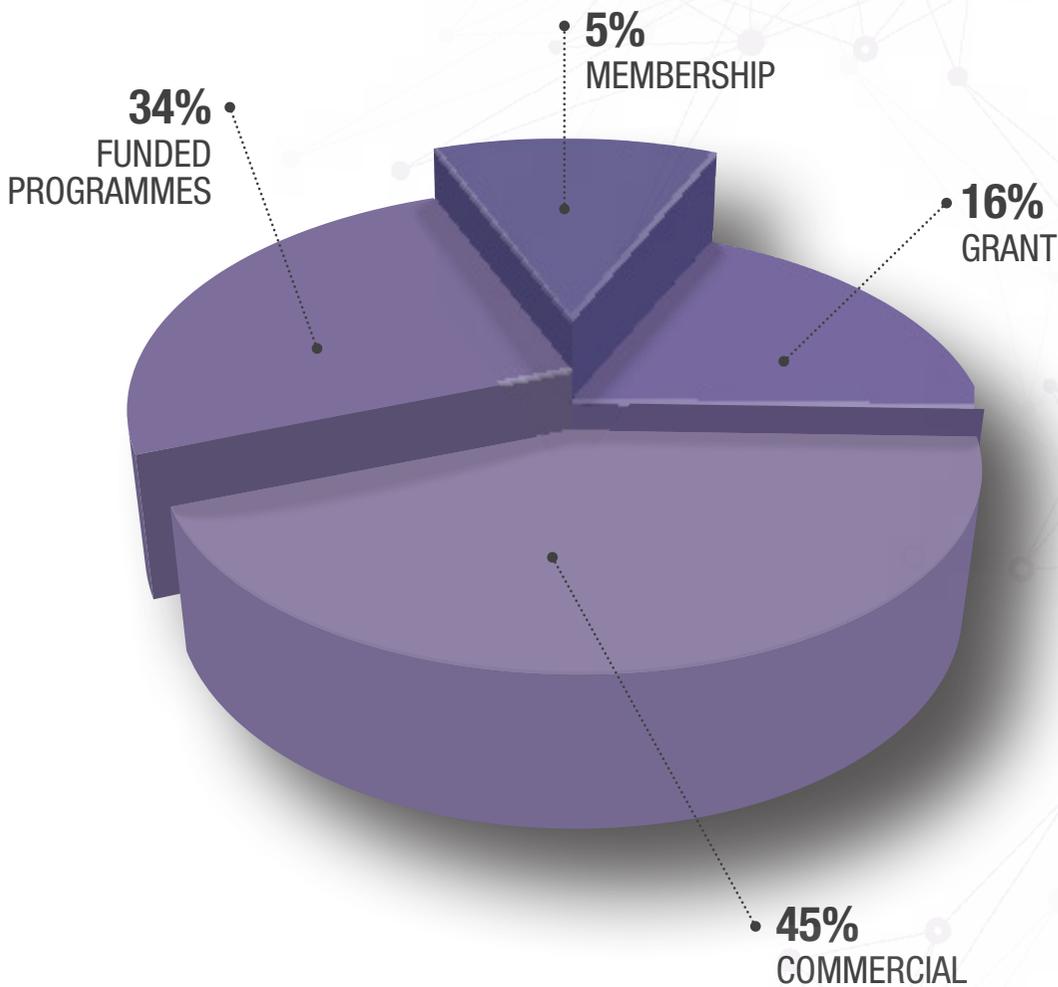
- A Landscape Review was commissioned to understand the technology being utilised in forces in England and Wales, in relation to data extraction (from digital devices) for use in RASSO investigations. The first phase was completed in late 2021 and then progressed to a secondary phase from early 2022, which goes beyond the reporting period. This introduced a national questionnaire for forces to develop next level data around the use of digital capabilities for RASSO investigations.
- The Home Office and Ministry of Justice hosted a Ministerial Technology Summit in December 2021. This brought together industry and criminal justice partners to discuss innovative technology solutions and how to build lasting partnerships. DEP worked closely with the Home Office and ACE to support the Summit. Key outcomes included commitments to support RASSO investigations that included: enhancing force capabilities, innovation for technology solutions and the proposal to form a 'RASSO Tech Partnership Board'.
- Proof of Concept (PoC) work started from early 2022, to trial the use of digital capabilities to support force investigations, with tech suppliers. The trials continue to explore how technology can be used to selectively extract data from digital devices. The POCs are ongoing with the following forces: British Transport Police, Kent and Northamptonshire.
- ACE and DEP co-hosted an Impact Lab on 1 March 2022, to present the challenges arising from the Rape Review and RASSO Problem Statement, in the context of real-life, historic investigations. These included: the victim's experience, selective extraction of data from devices, analysis of data and the presentation of case material for use in court. The event brought together industry, academics, police, digital forensic, the CJS, and third sector organisations representing victims. This included representatives from ACE's Vivace community. Facilitated workshop sessions invited the audience to critique the analysis and the challenges that were presented. This then informed technology suppliers' delivery of solutions through the Impact Lab process, which is ongoing.

FINANCIAL OVERVIEW

PDS has continued to develop and grow its position at the centre of policing. Home Office grant funding is received to deliver national programmes and supports progress towards achieving the ambitions that are set out in the National Policing Digital Strategy.

The organisation has three main sources of income: grant funding, 'pass through' from commercial activities and membership fees, and NMC service charges.

REVENUE BY TYPE



The audited financial statements show an end of year surplus/profit of £2.8 million after tax which includes R&D tax credit of £309k (£2.5 million in 2021). Turnover of £54 million same as the previous year. The Gross Profit margin increased from 8% in 2021 to 11% in 2022. In absolute terms, Gross Profit for the year under review was £7.1 million versus £4.2 million in 2022.

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2022

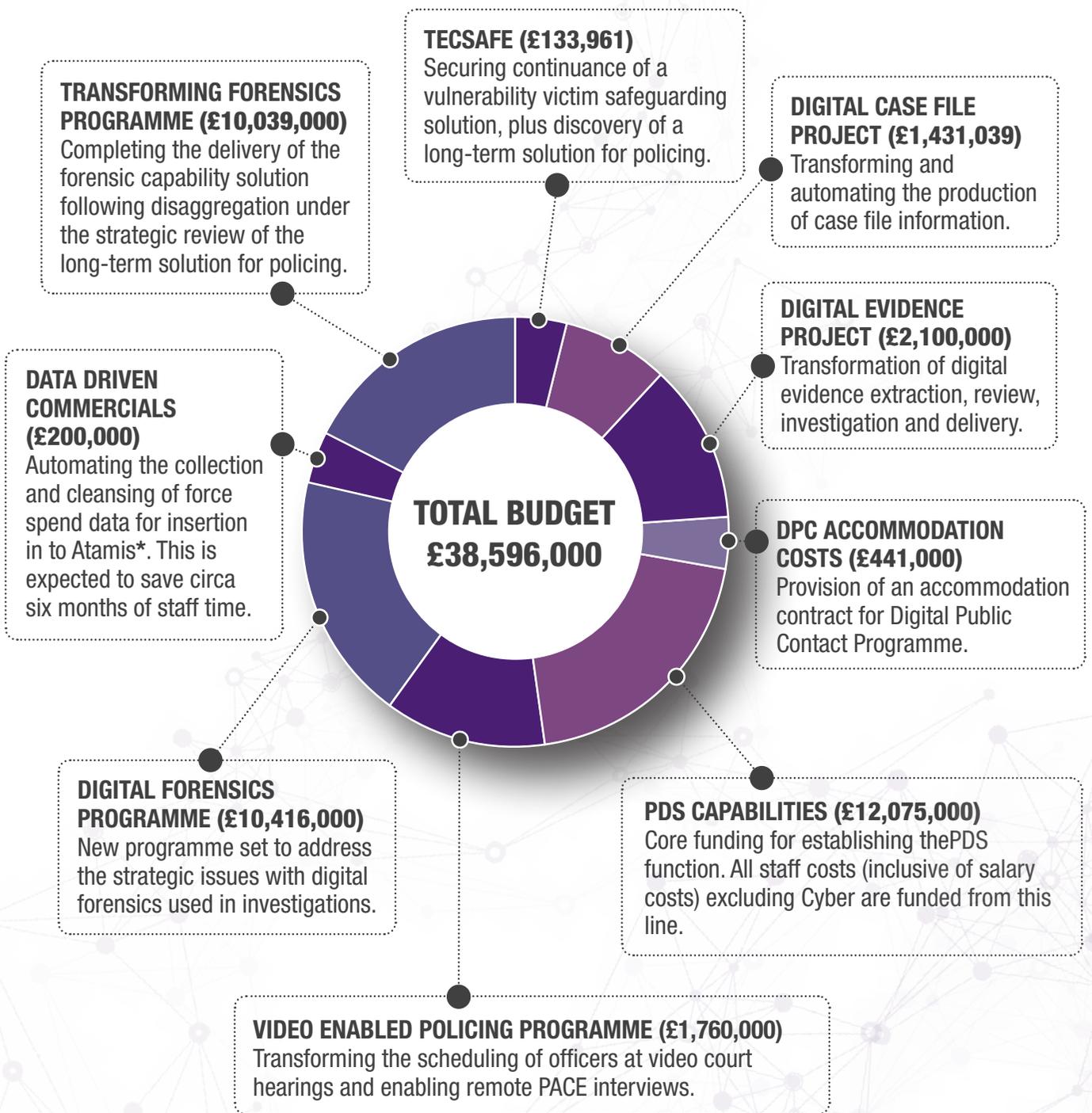
	2022	2021
	£	£
TURNOVER	54,461,654	54,509,679
Cost of Sales	<u>(47,271,249)</u>	<u>(50,254,053)</u>
Gross profit	7,190,405	4,255,626
Administrative expenses	(4,716,405)	(3,569,636)
Other operating income		1,785,140
Operating Income	2,474,000	2,471,130
Tax on Profit	309,728	
Profit for the financial year	2,783,728	2,471,130
Other comprehensive income for the year		
Total comprehensive income for the year	2,783,728	2,471,130

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2022

	2022	2021
	£	£
Fixed Assets	9,976	16,791
Net Current Assets	9,900,254	7,109,711
Net Assets	9,910,230	7,126,502
Capital and Reserves	9,910,230	7,126,502

INCOME INFORMATION

PDS raises annual invoices at the start of every financial year (April) for commercial and other income. PDS receives monthly grant payments.



*Atamis is the software used by BlueLight Commercial+ to analyse and process the commercial data from police forces.

+BlueLight Commercial was established in 2020 by the Home Office, to work in collaboration with blue light organisations and local/national suppliers, to help transform their commercial services.



P City centre

←

←

← Canal St

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**POLICE
DIGITAL
SERVICE**

HOW TO CONTACT US:

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