



ANNUAL REPORT

2023



FOREWORD

We are pleased to share our Annual Report for the financial year 2022-2023. A year that saw the Police Digital Service (PDS) continue to grow at pace, expanding our workforce and strengthening our capabilities to enable UK policing to safely harness technology to improve public safety.

We are grateful for the continuing support of the Home Office, who recognises and acknowledges the critical work we are doing on behalf of the wider policing community.

The trust and confidence of the Home Office in our ability to deliver is something we do not take lightly. With that trust comes great responsibility and during the past year, we have diligently stepped up as a key part of the policing ecosystem to meet those responsibilities.

We have made great strides in building our core infrastructure to enable PDS to deliver against its responsibilities and to take advantage of the opportunities opening up to us in the coming years. We have continued to lay down the policy and process that will support the company as it grows and matures and have worked closely with our internal auditors to take as much learning and benefit from that process as possible – our aim is to keep improving.

We made significant strides during 2022/23, with the delivery of national programmes to provide digital, data and technology capabilities that will have a long-lasting, significant, and positive impact on the way policing conducts its business way beyond today.

A new state-of-the-art Digital Fingerprint Capability completed development in January and by March went live in the East Midlands Special Operations Unit, working across five forces. This provides policing and forensics teams with a digital suite of tools to gather, share, and securely store fingerprint evidence in the cloud, realising estimated annual savings to policing of approximately £6.2m a year

Work to support victims of crime through delivery of enhanced capabilities to support investigating teams and digital forensics units has continued apace.

Through the Digital Evidence Project (DEP), successful trials ran for selective extraction capabilities to aid officers proportionately and sensitively build case evidence from mobile phone/device data used by victims of rape and serious sexual assault offences (RASSO).

PDS Cyber Services has expanded to continue to support policing with cyber specialists and expertise. This expansion allows forces to focus on addressing high-priority events such as the Commonwealth Games, whilst reducing risk, cost and operational and reputational impact.

And the PDS National Management Centre (NMC) analysed more than 200,000 potential cyber-attacks, sharing intelligence with forces, improving the cybersecurity posture of UK law enforcement agencies and reinforcing public trust.

If each of the 43 forces in England and Wales had to independently procure their own similar service, it is estimated to cost between £13.4m and £17.9m a year.

We all know that people are the essential component in all that we do, and we are very proud that PDS published its set of values this year, co-created by colleagues from across our workforce to ensure that the values of our people and organisation align.

Our five values outline the behavioural expectations of all those who work with and for us: We are one team. We are innovative. We value people. We do the right thing. We are passionate and proud. It was fantastic to see the support and enthusiasm our people have shown in adopting these when attending our internal 'Shaping the Future Workshops' up and down the country.

As part of our commitment to creating a diverse, welcoming and inclusive workplace, we joined the Tech Talent Charter (TTC) in March 2023. The TTC was created in 2015 to address the UK's tech talent shortage and diversity problem through collective action. Membership gives us access to a range of toolkits, diversity, equity and inclusion specialists and events. These will aid us on our continuing journey to develop a diverse and inclusive environment, where all differences of thought and outlook are not only respected but are expected, valued, and celebrated.

Work is underway to engage with policing to refresh the National Policing Digital Strategy 2020-2030, as three-years on from its publication, we must review and refresh to ensure it continues to reflect the evolving needs of policing and the ever-changing technological developments impacting digital capabilities.

The 2022 Annual Police Digital Summit, hosted in partnership with the National Police Technology Council (NPTC), took place in Birmingham with the theme of 'Achieving Outcomes Together'. An appropriate theme as we firmly believe that it is by working together, collaboratively, as one team, that we will improve outcomes for policing and the communities we all serve.

Lastly, we would like to thank all our private, public, and third-sector partners, for your continued support throughout 2022/23 and look forward to working with you and all those across our policing community as we progress through 2023/24 and beyond.

A great deal has been achieved during the Police Digital Service's two short years and we are delighted to be able to share our progress with you in this Annual Report.



Ian Bell
CEO
Police Digital Service



Stephen Mold
Chair
Police Digital Service



“WE ARE HUGE SUPPORTERS OF PDS AT THE HOME OFFICE. THEY ARE DOING CRITICAL WORK ON BEHALF OF THE POLICING COMMUNITY.” THE RT HON CHRIS PHILP MP



THE RT HON CHRIS PHILP MP,
MINISTER FOR CRIME, POLICING,
AND FIRE

OUR PURPOSE

Our Purpose statement outlines who we are and what we do:

The Police Digital Service (PDS) is the UK organisation responsible for coordinating, developing, delivering, and managing digital services and solutions that enable UK policing to safely harness technology to improve public safety.

Funded by policing and the Home Office, PDS works with law enforcement organisations, private industry, charities, public bodies, and government to deliver digital services and solutions with policing, for policing.

OUR VISION

Our Vision statement outlines our future ambition and where we are trying to get to:

By 2030, the Police Digital Service will deliver the capabilities to create a more digitally enhanced police service whose workforce can more fully exploit data and technology to inform improved decision-making, strengthen operational effectiveness, drive value for money and most importantly better safeguard and protect the public.

OUR VALUES

Our Values outline behaviours expected of those who work on behalf of PDS:

- Be one team.
- Be innovative.
- Be passionate and proud.
- Do the right thing.
- Value other people.

OUR MEMBERS

PDS is a company limited by guarantee.

Our members include:

- All 43 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.



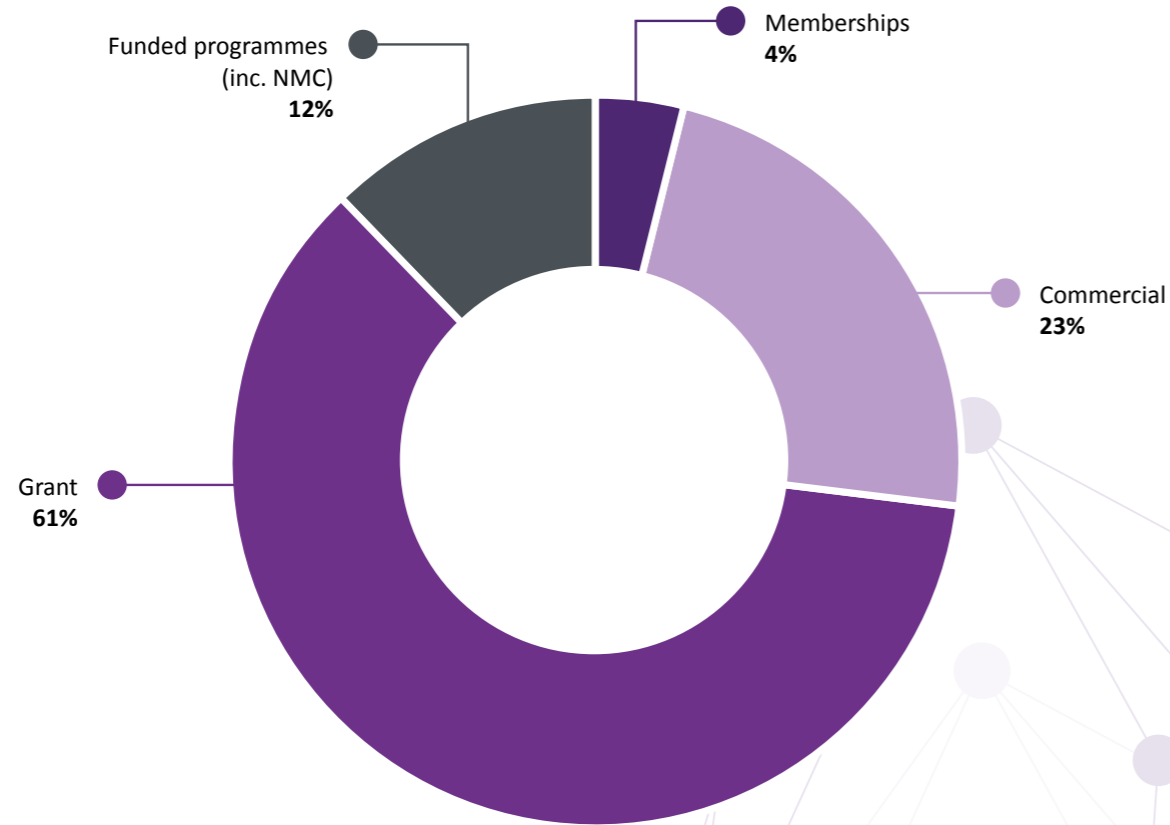
FINANCIAL OVERVIEW

Since the 2018/19 financial year, to the end of 2022/23, PDS has helped to make total savings of just over £150 million for police forces in the UK.

In 2022/23, 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 four main sources of income: grant funding, 'pass through' from commercial activities and membership fees, and NMC service charges.

The audited financial statements show an end of year surplus/profit of £2.4 million after tax; down slightly from £2.7m turnover of £73 million significantly up from the previous year of £54m. In absolute terms, Gross Profit for the year under review was £12.8 million versus £7.1 million in 2022.



Statement of Comprehensive Income for the year ended 31 March 2023

	2023	2022
Turnover	£73,072,982	£54,461,654
Cost of Sales	(£60,227,702)	(£47,271,249)
Gross Profit	£12,845,280	£7,190,405
Administrative expenses	£10,150,177	£4,716,405
Other operating income	£48	n/a
Operating Income	£2,695,151	£2,474,000
Tax on Profit	(£272,674)	£309,728
Profit for the financial year	£2,422,387	£2,783,728
Total comprehensive income for the year	£2,422,387	£2,783,728

Statement of Financial Position

	2023	2022
Fixed Assets	£5,920	£9,976
Net Current Assets	£12,326,697	£9,900,254
Net Assets	£12,326,697	£9,910,230
Capital and Reserves	£12,332,617	£9,910,230

Budget

Project Brief	Amount
PDS Capabilities Core funding for establishing the PDS function. All staff and salary costs excluding Cyber are funded from this line.	£10,771,600
RRRP 2 Technology Uplift.	£1,550,000
Covert Project Securing continuance of vulnerability victim safeguarding solution plus discovery of long-term solution for policing.	£350,000
Digital Evidence Project Transformation of digital evidence extraction, review, investigation and delivery.	£1,151,310
Digital Case File Project Transforming and automating the production of case file information.	£1,260,000
Video Enabled Policing Programme Transforming the scheduling of officers at video court hearings and enabling remote PACE interviews.	£722,000
Digital Fingerprint capability Completing the delivery of the forensic capability solution following disaggregation under the strategic review.	£1,300,000
Digital Forensics Programme New programme set to address the strategic issues in digital forensic investigations.	£2,800,000
DPC Accommodation Costs Provision of accommodation contract for Digital Public Contact Programme.	£441,000
UKFPU PDS to provide IT support to the UK Football Police Unit which migrated from Home Office into NPoCC.	£325,800
Op Dorothy Capability PDS to provide a managed service on behalf of the 12 ROCU regions to through the Dorothy capability.	£592,030
CRU Resource Support Costs Provision of staff contract supporting the DLRP work.	£120,000
LECM To complete the Pilot phase of the Law Enforcement Capability model.	£228,400
Cyber Audit PDS to continue the work on the Cyber Audit and Cyber Resilience Assessment which started in 2022/23.	£200,000
TOTAL	£21,812,140

OUR GOVERNANCE

PDS is directed by the Board, which during the 2022/23 financial year comprised:

Seven Police and Crime Commissioners (PCC)	Non-Executive Directors
One Chief Constable representative	Non-Executive Director
One representative appointed by the other Police Governance Bodies	Non-Executive Director
Home Office Chief Digital, Data and Technology Officer	Non-Executive Director
The Chair of the National Police Chiefs' Council (NPCC)	Non-Executive Director
The Chair of the National Police Technology Council (NPTC)	Non-Executive Director
The Chief Executive Officer of PDS. Two persons co-opted by the PDS Board	Non-Executive Directors

Representation from our members and oversight by our Board help to ensure that we are fully engaged with policing. 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.

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'. 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 met quarterly during the reporting period and had three members.

The Workforce Nominations and Remuneration Committee (WNRC) 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 comprised three members during this reporting and met quarterly.

There have been four Board meetings in the reporting period (1 April 2022 - 31 March 2023). One specifically related to our budget and is reported as a strategic event in the table below.

Board and Committee attendance is detailed in the table below:

Director Name	Position	Board Meetings	Strategy Events	Audit & Risk Committee	Workforce Nom & Rem Committee
Stephen Mold	Director (Chair)	4/4	1/1	N/A	N/A
Matthew Barber*	Director	0/2	N/A	N/A	N/A
Ian Bell	Director	4/4	1/1	N/A	N/A
Katy Bourne*	Director	2/2	N/A	2/2	N/A
Simon Bourne*	Director	3/3	1/1	N/A	2/3
Jeff Cuthbert	Director	1/4	0/1	N/A	N/A
Andy Dunbobbin	Director	2/4	1/1	N/A	3/3
Jo Farrell	Director	3/4	1/1	N/A	N/A
Susannah Hancock*	Co-Opted Director	1/1	N/A	2/2	N/A
Martin Hewitt	Director	4/4	1/1	N/A	N/A
Mike Hill*	Director	1/1	N/A	N/A	N/A
Bethan-Page Jones	Co-Opted Director	4/4	1/1	4/4	N/A
Dafydd Llewelyn	Director	2/4	1/1	N/A	2/3
Darryl Preston*	Director	2/2	1/1	N/A	N/A
Darren Scates	Director	4/4	1/1	N/A	N/A
Andrew Snowden*	Director	2/2	1/1	N/A	N/A
Alan Todd	Director	3/4	1/1	N/A	N/A
Steve Turner	Director	2/4	0/1	4/4	N/A

BOARD OF DIRECTORS

Stephen Mold	Board Chair and Police, Fire and Crime Commissioner - Northamptonshire
Ian Bell	Chief Executive Officer - Police Digital Service
Simon Bourne	Chief DDaT Officer - Home Office
Jeff Cuthbert	Police and Crime Commissioner - Gwent
Andrew Dunbobbin	Police and Crime Commissioner - North Wales
Jo Farrell	Chief Constable - Durham Constabulary
Dafydd Llywelyn	Police and Crime Commissioner - Dyfed-Powys
Bethan Page-Jones	Head of the National Police Capabilities Unit - Home Office
Darryl Preston	Police and Crime Commissioner - Cambridgeshire and Peterborough
Darren Scates	Chair of the National Police Technology Council and Chief Technology Officer - Metropolitan Police
Andrew Snowden	Police and Crime Commissioner - Lancashire
Alan Todd	Assistant Chief Constable - Police Service of Northern Ireland
Steve Turner	Police and Crime Commissioner - Cleveland

During the reporting period the following directors stood down from the Board:

Martin Hewitt	Assistant Commissioner and Chair of NPCC
Matthew Barber	Police and Crime Commissioner for Thames Valley
Katy Bourne OBE	Police and Crime Commissioner for Sussex
Susannah Hancock	CEO of the Association of Police and Crime Commissioners
Mike Hill	Director of Police and Public Protection Technology, Home Office

PDS thanks all of our former Board directors for the contribution they have made to the Police Digital Service.



OUR STRUCTURE

As we've continued to evolve and grow during our second 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 ambitions set into the National Policing Digital Strategy.

Our directorates are:

CEO OFFICE: The CEO Office comprises three functions: Business Engagement; Corporate Affairs, and Strategy & Innovation.

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, and five main areas: PDS Security; Cyber Delivery; Cyber Audit, Risk and Compliance; and Cyber Architecture. It also has responsibility for the services previously provided to forces via the Homes Office's National Policing Information Risk Management Team (NPIRMT).

DIGITAL DATA & TECHNOLOGY: (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.

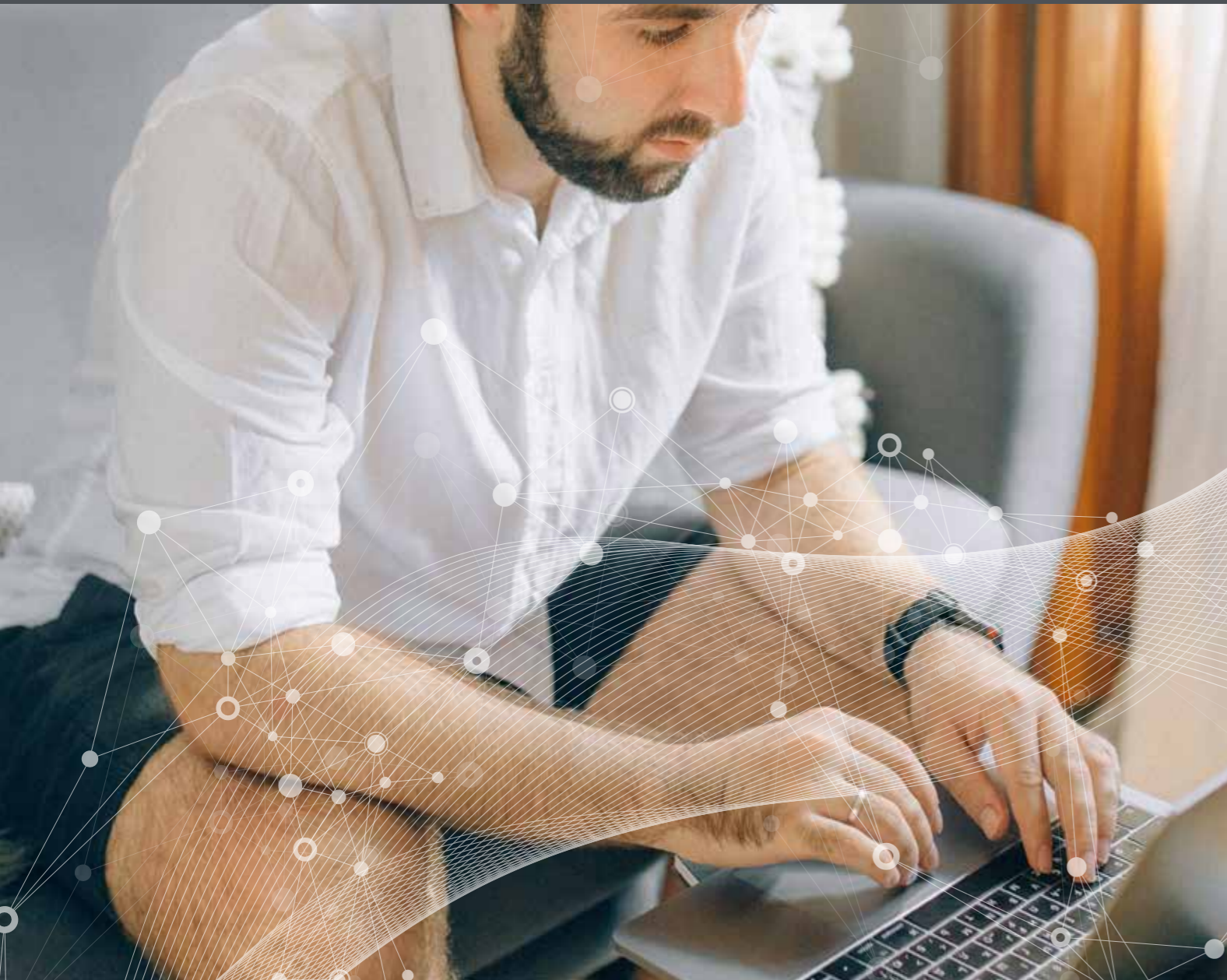
DELIVERY SERVICES: Delivery Services encompasses work on national programmes such as: Video Enabled Policing, Digital Case File, and Digital Forensics. It also includes the Programme Management Office which oversees projects and programmes within PDS using our Project Delivery Framework.

OPERATIONS: Operations houses the functions that enable our business to operate effectively and efficiently day to day: Commercial, Finance, HR, Business Support, Corporate Governance and Operational Services

GOVERNANCE INTERNAL AUDIT

PDS have tendered for an outsourced internal audit approach which is carried out by Azets and managed by the Corporate Governance function. Our strategic and annual internal audit plan is informed by the risk management system and corporate risk register in place at PDS. The plan is designed to provide assurance to the Audit and Risk Committee and PDS Board that the internal control system is effective in managing the key risks and best value is being achieved.

The internal audit plan for 2022/23 was agreed by the Audit and Risk Committee and reported to PDS Board. The plan consisted of four audits across risk management, people and culture (advisory audit only), key financial controls and cyber and information security. This resulted in the three areas of internal audit achieving a reasonable status of assurance and a total of 37 recommendations being raised. Action plans are in place for the recommendations made and are being managed through to completion.



OUR PEOPLE

We continue to embrace the strategic decision to empower our people to primarily work from home. This remote approach suits the technological and digital footprint of our company and allows us to reach and recruit the best people across the UK to work with and for policing.

OUR VALUES

As PDS has continued to evolve, we reviewed our values, which are the principles and beliefs that guide our decisions, actions and behaviours. Working collaboratively with our colleagues, we agreed a set of values which define our culture and strengthen our commitment to creating an inspiring place to work.

Our values are:



WE VALUE PEOPLE

- We are inclusive.
- We treat people as they want to be treated.
- We give each other praise and feedback.
- We encourage growth and progression.
- We are fair and consistent.



WE DO THE RIGHT THING

- We have our purpose at the heart of all that we do.
- We are honest and transparent.
- We take personal responsibility and accountability.
- We recognize good behaviour and challenge bad behaviour.
- We keep our promises.



WE ARE PASSIONATE AND PROUD

- We know why we are here and want to be part of the purpose.
- We bring our best self to work.
- We look forward to coming to work.
- We talk proudly about PDS.
- We inspire others by the way we do things.



WE ARE INNOVATIVE

- We challenge the status quo.
- We take calculated risks.
- We never stop learning.
- We are experts in what we do.
- We recognize and learn from failure, we celebrate success



WE ARE ONE TEAM

- We earn people's trust.
- We work collaboratively.
- We share our experiences and always welcome feedback.
- We all work towards a common purpose.

SHAPING OUR FUTURE ROADSHOW

In Q4-22, we delivered eight in-person workshops with colleagues across the UK. These workshops formed part of the Shaping our Future Roadshow and were designed to:

- Give clarity about the direction and purpose of PDS.
- Develop a sense of shared responsibility for the future of PDS.
- Listen to how things are for colleagues - what's working, what's not.
- Launch our values and get collective input on how to bring them to life.
- Develop relationships across PDS and share ideas and experiences.
- Build pride in working for PDS.

During these workshops, we were keen to gather insight and feedback to support our vision of co-creating the future of the organisation. This was achieved through a series of facilitated conversations, which explored the following questions:

- What makes PDS great?
- What are you proud of achieving?
- What difference are you making?
- What barriers and challenges are you experiencing? (The pebbles in your shoes).
- If you were the CEO for a day, what would be the one thing that you think would make the biggest difference at PDS?
- Think about examples of where you have seen or experienced each of our values in action.
- What can we do as an organisation to embed and live our values more?

Colleagues were genuinely enthused about being given the opportunity to shape the future of PDS, sharing the following thoughts about their experience:

"I enjoyed the event and felt that it didn't just explore the PDS values but embodied them."

"The company is making great strides in so many areas. It's fantastic to see."

"It's a great opportunity to meet people across all teams, collectively discuss, share ideas, and influence the future of PDS."

"It made me happy to know that PDS isn't sitting still and is always eager to evolve."

"It felt like it was truly for the benefit of the employees and not just a tick-box exercise."

The key themes that have emerged from the Shaping our Future Roadshow were:

- Live our purpose;
- Build a feedback rich culture;
- Work brilliantly together; and
- Get great at communications.

We will explore these in more detail during the financial year 2023-24.

EMPLOYEE ENGAGEMENT SURVEY

As part of our ongoing effort to improve the workplace environment, become a more inclusive employer and enhance employee satisfaction, we conducted an Employee Engagement Survey.

The anonymous survey captured views on various aspects of our colleagues' work experience, including job satisfaction, work-life balance, and opportunities for growth and development, and helped us complement the feedback gathered through the Shaping our Future Roadshow.

The Employee Engagement Survey response rate was 71%. Our people told us that they are satisfied with their workplace and feel proud to be working at PDS. Our employee Net Promoter Score is 29. Scores ranging from -10 to +20 are normal. As our score is higher than +20, we can pride ourselves on a good level of employee engagement across the organisation.

The insight which we have captured from the Shaping our Future Roadshow and the Employee Engagement Survey has supported the development of our People Strategy and Action Plan to ensure we can demonstrate to our colleagues that their views and opinions genuinely matter and contribute to the future of PDS.

PEOPLE STRATEGY

During 2022-23, we started to work on our People Strategy and will continue to do so during the financial year 2023-24.

In creating it, we recognise that our People Strategy needs to provide a roadmap, detailing how we will build an organisation where our employees feel valued, are innovative and do the right thing to deliver digital services for world class policing.

Our People Strategy will create a culture where our employees are empowered and supported to do their job in the best way possible, whilst remaining true to our values and helping us to fulfil our ambition to make PDS an inspiring place to work.

The People Strategy sets the pillars that will support our vision and aspirations. These pillars are:

- Attracting and retaining the best talent;
- Investing in our employees' development;
- Enhancing the employee experience; and
- Visionary, values-driven leadership.

DIVERSITY, EQUITY AND INCLUSION

In May 2022 we launched our first Diversity Equity & Inclusion (DE&I) Strategy and implementation plan. Our DE&I vision is to create an inclusive culture that values diversity and where differences drive innovative solutions that allow us to deliver better outcomes for the company, our people and policing.

Within the DE&I Strategy, we outlined our objectives for the coming years. These objectives are:

- Create an environment where we can all be ourselves and treat each other with respect, providing unique opportunities for our people to learn and to grow.
- Develop effective and inclusive leaders at all levels.
- Attract, nurture, and sustain the right mix of capable people with varied perspectives to help generate better ideas to solve the complex problems UK policing faces in a changing and increasingly diverse world.

Between May 2022 and the end of our financial year in March 2023 we have grown from 91 people to 184. As the headcount increased, the percentage of employees who felt comfortable disclosing diversity data with us also went up from 48% to 88%.

We recognise the progress we have made with the DE&I Strategy but there is still plenty of work to do. In order to keep improving, we have identified the areas where we need to set out plans and actions that will help us achieve our ambitious DE&I objectives.

We have chosen our language with care.

We have chosen equity instead of equality because we are focused on giving everyone what they need to succeed. Equality means treating people the same way, but that only works if everyone starts from the same place and needs the same help. So, we are working to make sure everyone is starting from the same place, with tailored help.

We have made our recruitment process more inclusive.

We make sure our interview panels are diverse, so candidates meet and are assessed by a diverse group of PDS employees. We use software to assess the language used in our adverts for gender bias and include a DE&I question in all of our interviews to ensure we hire people who are as passionate about it as we are.

When someone applies for a job at PDS they are given the option to share diversity data to help us understand where we can improve our recruitment processes. We do not use this data to make recruitment decisions and it is not visible to managers in the recruitment process..

We have improved our policies.



As a growing remote company, the needs of our employees are continually changing. We have updated and introduced a number of policies to support everyone at different stages of life.

We have simplified and increased paid compassionate leave, recognising that life can be complicated and removing restrictions about the relationships or situations in which we offer compassionate leave, including for the loss of a pet.

We have introduced the option to opt out of bank holidays so employees can take time off for events that matter to them. In addition, we have increased the number of flexible working requests that can be made annually and made this available to all employees from day one.

We have introduced a volunteering policy to provide paid leave to support causes that are important to our people. Recognising the challenging economic environment, we are working towards introducing an emergency loan policy to support people when they need it most.

We have joined the employer's initiative on domestic abuse and have started working on a domestic abuse policy to heighten awareness and provide guidance to support anyone affected.

We have set up communities to work on our approach to DE&I.

We have set up a DE&I network of volunteers and held an away day to develop goals and objectives. This group will champion DE&I and drive initiatives to embed its strategy and implementation across the entire organisation.

An accessibility working group has also been set up to promote and champion accessibility in the workplace both internally and externally with partners and customers.



We support employees with their mental health.

We have trained 17 mental health first aiders to support those who need it. We want everyone to have someone to talk to and who can signpost them to the right support.

We are also working on increasing our support to those working with sensitive content to safeguard against psychological harm.

Everyone has access to a 24/7 confidential employee assistance programme and up to six counselling sessions per year.



We have raised awareness.

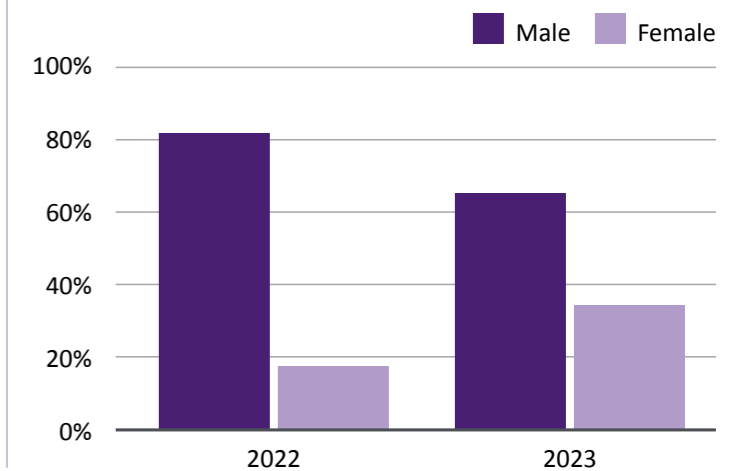
Our people have shared personal experiences to help raise awareness about causes such as menopause, neurodiversity and mental health by contributing to blogs, podcasts and panel discussions.



We have launched a podcast, named Your Voice, to create a safe place for colleagues to share their stories and build a stronger people-centre organisation.

We continue to improve the diversity of our management team.

We have seen representation of women in management positions increase from 18% to 35% during the reporting period but recognise that there is still more to do to improve the diversity of our workforce at the most senior levels.

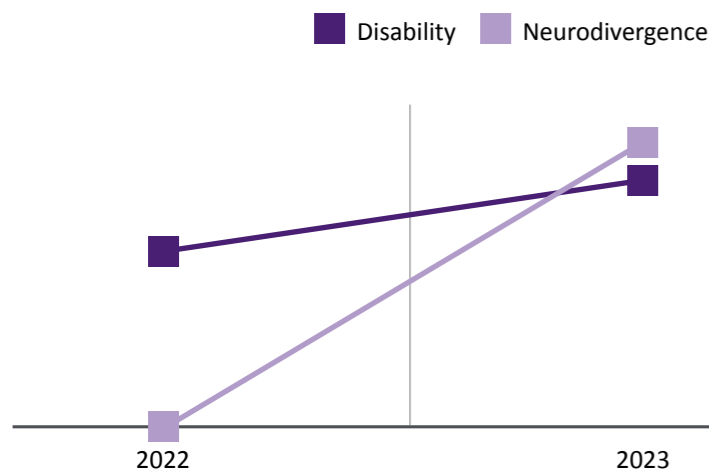


We have seen increased disclosure of disability and neurodivergence.

The percentage of people at PDS who have disclosed a disability has increased from 3.7% to 5.3%.

We introduced neurodivergence to the data we gather at the beginning of 2023 and the percentage of people at PDS who declare to be neurodivergent is 5.9%.

We are focusing on disability and neurodiversity as key areas to drive inclusion through improved awareness, training and support.



We have created space for employees to connect.

As a remote organisation, we have created ways for people to continue to connect. We have a dedicated Teams channel so we can share updates and get involved online. Our virtual cafés run fortnightly and utilise technology to allow “water cooler” conversation to happen in virtual break-out rooms.

Our company wide All-Hands meeting is held fortnightly and is recorded so everyone can listen back to it.

We have partnered with experts.

We are a signatory of the Tech Talent Charter, a member of the Employers’ Initiative on Domestic Abuse and have been awarded our Disability Confident Committed level 2 accreditation. These partnerships help us create a stronger connection to different communities and broaden our knowledge of specific issues.



We are using data to inform our initiatives.

Having diversity data means we can meaningfully identify problem areas and understand where we need to improve representation and inclusion.

We understand this is sensitive data and take data privacy seriously. We are transparent about how we use data and make sure we analyse it at a high level so personal data cannot be linked to anyone.

What’s next.

We are proud of the progress we have made but we know there is much more to do. We have plans to develop our learning and development offering, introduce bolder and more creative policies and tackle the areas we need to improve on, like representation of women in senior roles.

OUR PRIORITIES

Our work and priorities align to the five key ambitions set out in the National Policing Digital Strategy 2020-2030:

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 DELIVERY AGAINST THE NATIONAL POLICING DIGITAL STRATEGY AMBITIONS

DIGITAL CASE FILE (DCF)

The existing criminal case file process is complex. 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 aims to improve case file quality and, consequently, justice outcomes for the public by moving to a digital system for sharing case file information between the police and the Crown Prosecution Service (CPS). This will result in less duplication of effort, capturing data once, providing a range of features to help with the building and sharing of this information with the CPS, and presenting evidence gathered by policing for use in court.

DCF is designed for, and will be delivered through, upgrades to the case/records management systems (RMS) that police forces and the CPS use.

With a range of features to enable digital building and sharing of case data, DCF will benefit policing and the criminal justice system (CJS) through:

- **Improved case file quality** – The capability has mandated steps, guidance (through the system) and more tailored data fields to fill in, limiting the chance for error and the re-keying of data.
- **Improved disclosure process** – A built-in disclosure process stops data needing to be added multiple times across different systems, reducing duplication and improving accuracy.

- **Increased efficiency** – The system enables staff to get the case file right first time, as information goes in once rather than multiple times on separate forms, reducing re-work and speeding up case file review processes.
- **Improved user satisfaction** – The capability will improve the user experience for officers and staff, helping them to build case files quickly and easily.

Whilst the purpose of making these changes is to drive up quality of case files, it is anticipated that the reduction in re-work and multiple submissions will equate to officer time savings equivalent to around **£15.4 million per year** for policing. This is quantified on the basis of costs from 442,000 hours' time saved on case file preparation, submission and review procedures. For the CPS and CJS, the overall projected cashable savings of circa **£1.73 million per year** are achieved primarily by reducing time spent on case file administration, requests for additional information and/or reviews.

The programme is working collaboratively with policing, the CPS, and technology suppliers to prepare for and put in place DCF to national standards. All 44 forces within scope of the project (England and Wales, plus British Transport Police) are committed to implementing DCF. Model Implementation (MI) with early adopter forces and partners is scheduled early in the 2024/25 financial year. This includes South Wales and Gwent police forces and CJS partner agencies. National rollout will follow

KEY ACHIEVEMENTS AND MILESTONES IN 2022-23

- The DCF build on CPS' Case Management System has been completed. Police case management suppliers are continuing to build DCF into their RMS. Niche Technology will be the first provider to complete the upgrade.
- The South Wales & Gwent Local Implementation Team continues to progress the work required for MI, which is due to take place from April 2024. Legislative requirements are built in, designed to follow the latest Director's Guidance and Attorney General's Guidelines. All forces have migrated to using the two-way interface (TWIF

DIGITAL FORENSICS PROGRAMME (DFP)

Today most crimes have a digital element. This presents huge challenges for police forces that are working with vast quantities of data. In digital forensics, investigators are drawing evidence from multiple sources including mobile devices, social media, and beyond.

In 2022/23 FY, PDS commissioned a new Digital Forensics Programme (DFP), which takes a 'whole system approach', developing both existing capabilities and exploring innovative opportunities

with digital evidence and tools that will better enable officers, staff and forensics teams in forces. The programme will improve the experience of victims and witnesses, whilst ensuring a fair judicial process is carried out.

DFP has five key workstreams:

- **Selective extraction & examination** – to identify the current and future technology requirements for forces relating to selective extraction and examination of digital data and media.
- **Automation** – to drive adoption of automation solutions across digital forensics (DF).
- **Validation services** – to define the strategy and scope for national DF validation, as well as stand up a suite of validation services for policing.
- **Enduring capability** – to develop a sustainable operating model for the future identification, evaluation, procurement and delivery of digital evidence technology capabilities.
- **Rape Review Response Project (phase two) (RRRP2)** – delivering state-of-the-art mobile digital forensics kit to police forces to support investigations, with three selective extraction tools validated during 2023.

DCF aims to improve case file quality and, consequently, justice outcomes for the public by moving to a digital system for sharing case file information between the police and the Crown Prosecution Service (CPS).

The DFP aligns with the National Policing Digital and Digital Forensic Science strategies, building on the work PDS started with the Digital Evidence Project (DEP), to develop new capabilities including supporting investigations of Rape and Serious Sexual Assault Offences (RASSO). The DFP takes forward the progress that had already been made through the national Transforming Forensics (TF) programme, which closed in March 2023 and the ongoing work of the Forensics Capability Network (FCN). It is also responding to the findings and recommendations of the His Majesty's Inspectorate of Constabulary, Fire and Rescue Services' (HMICFRS) report; an inspection into how well the police and other agencies use digital forensics in their investigations', which highlighted significant challenges faced by forces with digital forensics.



KEY ACHIEVEMENTS AND PROGRESS IN 2022/23

Selective Extraction & Examination (SEE) Project

- Development of the '**SEE App**' a managed application for frontline staff and officers, providing:
 - Structured, **question-based decision aid** to determine selective extraction strategy;
 - **Digitised DPN functionality** to avoid duplication of information inputted by officers;
 - Compliant examination strategies **aligned to latest codes, legislation and caselaw**.

Automation Project

- Creation of the 3-year **National Automation Strategy** and development of a **digital forensic (DF) automation demonstration platform** with cloud review.

Validation Project

- Development of **Ground Truth Data (GTD) validation solution** for SEE tooling.

Enduring Capability

- Establishment of a **DF vendor group** to encourage the engagement between policing and **over 40 commercial providers** from across the DF marketplace.

RRRP2 Project

- Procurement of **161 laptops, 38 kiosks and 45 tablets** to support digital forensic examinations of victim's devices in RASSO cases;
- Provision of training in digital forensic tools for over **700 users across 31 forces**.

Today most crimes have a digital element



DIGITAL EVIDENCE PROJECT (DEP)

The DEP was established in June 2021, driven by the government's response to the Rape Review. It seeks to achieve a common vision of how technology is used for investigating rape and serious sexual offences (RASSO).

The DEP is working to establish common standards and methods for sharing digital evidence and enable officers and criminal justice partners involved in investigating this type of crime to work more effectively and efficiently through digital, data and technology.

In the financial year 2022-23, the DEP focussed predominantly on exploring new digital, data and technology solutions to support RASSO investigations. This included trialling various tools that offer 'selective extraction' of data from mobile devices of victims and witnesses, progressing proof of concept (POC) trials and supporting local force innovations to improve RASSO investigation processes.

The DEP POC trials are focusing on four main areas:

- **Victim's experience** – Sensitivity and speed are crucial to return digital devices to victims within a 24-hour timeframe, as an aim set out by the Rape Review.
- **Extraction** – Retrieving only pertinent data from mobile devices, with the priority being how this data can be gathered selectively and quickly and stored securely.
- **Analysis** – Analysing large and ever-growing amounts of data is hugely challenging, particularly when it is exported as raw data. The complexity of analysis leaves room for error and misinterpretation.
- **Presentation** – Packaging case material for court to convey the prosecution case is the final aspect of the challenge.

Looking forward to the 2023/24 FY and beyond, the DEP will continue to explore opportunities for redaction capabilities to help policing quickly and easily prepare case material, reducing the administrative burden on frontline officers and releasing capacity. The Project will support force POCs in this area, as well, as the uplift and access to existing capabilities provided through PDS Commercial Services.

Analysing large and ever-growing amounts of data is hugely challenging

KEY ACHIEVEMENTS AND PROGRESS IN 2022/23

- Work commenced with the Home Office's Accelerated Capability Environment (ACE) team to explore potential solutions to solve existing RASSO challenges utilising the latest innovations in digital and data technologies. POCs to make use of selective data extraction capabilities for digital evidence from devices were completed with British Transport Police and Northamptonshire Police. Further POCs were also commissioned by DEP including:
- DigiVans, using remote data transmission of RASSO data extracted from mobile devices to force Digital Forensics Units (DFUs) immediately upon extraction, for expediting the availability of that data to support investigations.

Trials for a range of capabilities, including automated redaction and selective extraction. In the summer of 2023, DEP ran an eight-week discovery project to explore local force solutions for cross-agency rape data analysis, which involved police forces and criminal justice partner agencies. Work on a national Target Operating Model (TOM) for conducting RASSO investigations started in the Autumn of 2023, with wide stakeholder engagement running through to the last quarter of the 2022/23 FY.

DIGITAL FINGERPRINT CAPABILITY PROJECT

For over a hundred years, fingerprinting has been a foundation of policing, often used for criminal case work. Even in the modern age, fingerprint methods continue to mostly involve manual processes for gathering marks, storing and cross-referencing this data to check against records held on police databases, locally, regionally and nationally. The process is often time consuming, costly and challenging.

PDS is offering policing a state-of-the-art digital fingerprint capability, hosted on the PDS Xchange; a secure, national, cloud-based platform. This provides an end-to-end digital suite of tools that integrates with key policing technology and infrastructure used for this type of evidence.

Successful integration of the capability with Home Office Biometrics (HOB) IDENT 1 Capability for National Tenprint export, was completed in April 2022. This integration is made possible through PDS Xchange cloud platform, which facilitates access to more than 8.4 million digital fingerprint records held.

The capability has been developed in partnership with the Police Digital Service (PDS) and police subject matter experts.

A 'game changer' for policing

The new fingerprint capability will enable policing to deliver against key ambitions set out in the National Policing Digital Strategy, by:

- Enabling faster and more precise identification of suspects within hours rather than days. Earlier intervention will prevent repeat serious acquisitive crime (SAC), such as burglaries and vehicle related theft, which makes up currently 75% of circa 2 million neighbourhood crimes.
- Becoming the first precursor integration already achieved between HOB and DFC, which paves the way for further integration, additional benefits and improved outcomes for policing.
- Being a platform fit for rollout to forces/ organisations outside of England and Wales with a good degree of interest.
- Assisting and enabling policing to deliver a standard approach to accreditation.
- Providing tools for digital retrieval from the crime scene. This will allow forensic staff and officers to spend longer in the field without the need to return to base.

This will be achieved through access to digital suite of tools, supported by whole system workflows and automation, and housed on the PDS Xchange platform, which is powered by Amazon Web Services (AWS). With these tools forensic teams can:

- Send fingerprint and crime scene images in real-time to the Fingerprint Bureau.
- Evaluate, compare and identify fingerprints, using the national IDENT1 database and allow for the recording of analyses of data.
- Work safely and securely with fingerprint data through a fully compliant and validated solution to international standards (ISO 17025).
- Use an automated digital workflow, that is driven by service-level-agreements, and



works to appropriate compliance standards for data retention and deletion.

- PDS Xchange offers the potential for significant growth and future developments, both in forensics and across wider capabilities used to support policing needs.

KEY ACHIEVEMENTS AND MILESTONES IN 2022-23

- In April 2022, the DFC transferred to PDS, with the project progressing the build of the capability, aiding further technical enhancement and ongoing service management support.
- The national DFC Project Team engaged widely with the policing and forensic science community, in preparation for delivery to forces.
- The DFC build was completed on the PDS Xchange platform in early 2023.
- In March 2023 DFC was made operational, its first deployment with the East Midlands Special Operations Unit that includes: Derbyshire, Lincolnshire, Leicestershire, Northamptonshire and Nottinghamshire police forces.

NATIONAL STANDARDS

We introduced the National Standards for digital, data and technology (DDaT) in policing in 2020, following the launch of the [National Policing Digital Strategy](#).

The Standards have been selected or designed in close partnership with forces to ensure that they met and continue to meet the needs of policing. They exist to help forces maintain a consistent level of quality and aid the implementation of DDaT projects, as well as minimising reworks and avoiding duplication.

The published Standards are easily accessible and searchable for forces on the [National Standards platform](#). During the 2022-2023 financial year we added 21 new Standards to the platform. These included:

- The POLE data standard. This was a new standard developed by PDS at the request of the NPCC to establish a common data model for policing; it has recently been updated to include the NPCC protective characteristics.
- The national policing community security policy and principles.
- NPCC framework for use of video evidence.

As part of its service offering the team collaborates with policing and the wider law enforcement agencies to promote common operating models and convergence on best practices.

We are continuing to add new Standards to the platform on a regular basis. Ultimately, our aim with National Standards is to improve the interoperability of policing platforms, as well as accessibility and data quality. It's crucial that there is further alignment of policing systems going forward as national platforms or services are increasingly considered.

SOLUTIONS CATALOGUE

Originally developed as part of the National Enabling Programme's Enabling Centre, the Solutions Catalogue was created as a means of uncovering some of the innovative Power Apps developed by forces and partners and bringing them together in one place.

The first iteration of the Solutions Catalogue launched in February 2021 to share the first apps across forces, along with a number of solutions developed by the programme as National Use Cases.

User feedback indicated that it was difficult to access the Solutions via the Enabling Centre, so in May 2022 a "front door" was added to the PDS website. This gives basic level information about the apps with full details and downloads accessible after registration. Access to the full details and download is limited to those with police.uk email addresses to ensure the integrity of the Solutions.

The Solutions are already compatible with most forces' designs, helping to save valuable developing time and effort. The Solutions available via the Catalogue offer Forces a blueprint that can be quickly adopted, localised and modified to meet their individual needs with the support of a local Power App developer.

During the 2022-23 financial year, ten additional Solutions were added to the Catalogue, bringing the total number available to 46. Over 1,500 guests from all forces are able to download and deploy them. These included:

- Two apps to support officer and staff wellbeing;
- An app to manage the tasking and briefing system;
- An app to manage major football events;
- The latest version of the Oscar Kilo app that

records officer and staff assaults;

- A fully automated PDR process;
- A prisoner handover template and;
- An app to record vehicle stops in compliance with a new national Annual Data Requirement.

As part of the Catalogue PDS provides written guidance on the use of each Power App, and our Business Engagement Managers are available to provide light touch assistance where forces require additional support.

One of the most successful Solutions currently in use is the “My Criminal Justice (CJ)” app. Originally designed, built and deployed by the Metropolitan Police this Solution asks the user a range of questions, and then directs them to the relevant CJ forms and provides them with guidance to complete them most effectively.

During the 2023-24 financial year we will be adding further PowerApps to the Solutions Catalogue including apps to assist with Domestic Violence Protection Notices, county lines and police deployment of tactical firearms.

Over the coming months we will be working hard to implement these changes, and others, to ensure that force users remain at the heart of the Solutions Catalogue.

CYBER SERVICES

Throughout 2022-2023, PDS has continued to develop and build upon the foundations laid in FY 2021-22 for a comprehensive and coordinated national Cyber Services function.

The past twelve months has seen PDS Cyber Services strategic vision taking shape with the extensive growth of team structures across five main areas: PDS Security; Cyber Delivery; Cyber Audit, Risk and Compliance; Cyber Architecture; and the National Management Centre (NMC).

QUOTE FROM USERS WITH POLICING:

“A Student Officer, who used the app to build her first case file, fed back that she felt more confident in completing the process as the step-by-step structure was easy to follow. She also felt reassured that the file would be up to standard as the app has been designed using expert advice and the latest information on current legislation.”

“Supervisors have also commented on the improvements the app has had on the quality of case files, with an increase in the number of prepared files that meet national requirements and do not require any further work. Additionally, in instances where officers had used the app to build a file, it took almost half the time to review files compared to before and there was greater confidence in knowing the files were of an acceptable standard.”

“We are very pleased that PDS has been able to bring together so many Power Apps together in one place; the fact that they have all been developed by, or in close collaboration with, forces gives us the confidence that they meet the needs of policing, and knowing that PDS is available for assistance with deploying them is reassuring. Further to this, they are a great starting point for any forces who are new to the Power Platform, making the art of the possible a little more familiar in the new territory of app building.”

PDS Cyber Services have continued to develop and implement tailored solutions to meet the cybersecurity needs of policing organisations across the UK, in alignment with the five ambitions set out in the National Policing Digital Strategy and the Government Cyber Security Strategy’s pillars to defend as one and build organisational cyber resilience.

The establishment of PDS Cyber Services has created a centralised and coordinated approach to cybersecurity across UK police forces. Its impact contributes to:

- Increase legitimacy and trust.
- Enhance security outcomes.
- Enable business delivery.

Increase legitimacy and trust.

PDS Cyber Services enable a more digital policing force, reducing vulnerabilities and increasing standards, which ultimately bolsters the confidence and reputation of police forces among citizens and worldwide.

Example: Strengthened cyber security.

Throughout 2022 - 2023, the NMC analysed an unprecedented 202,346 potential cyber-attacks and shared 605 actionable intelligence pieces with forces (more details on NMC’s activities below), improving the cybersecurity posture of UK law enforcement agencies and reinforcing public trust. This demonstrates the value of having a centralised team to filter out low-level alerts and prevent cyber-attacks, allowing forces to focus on addressing high-priority events, whilst reducing the effort, cost and reputational impact.

Enhance security outcomes.

PDS Cyber Services help protect critical infrastructure and ensure the continuity of essential services for policing and the public sector.

Example: Risk mitigation and compliance.

The implementation of the Police Cyber Assurance Framework (PCAF) has strengthened risk mitigation and compliance within the policing sector by providing a consistent security assessment methodology, aligning with wider regulations, and offering continual assurance for police forces, agencies, and third parties.

In the past, the policing sector relied on the annual Government Information Risk Regulation (GIRR) to assess security risks, which proved insufficient to address the evolving cyber threat landscape. The GIRR system lacked consistency, resulting in an inadequate representation of the actual risks faced by law enforcement agencies. This situation prompted the need for a more comprehensive, adaptable, and efficient risk management framework.

The Police Cyber Assurance Framework (PCAF) is an assurance methodology designed to provide a comprehensive and wide-ranging view of risk across the policing sector, supporting the National Policing Digital Strategy by delivering a robust and consistent security assurance framework. The PCAF methodology encompasses National System Compliance, Security Assurance for Policing (SyAP), and Third-Party Assurance for Policing (TPAP).

Enable business delivery.

As a centralised function, PDS Cyber Services drive efficiency in terms of costs and resources, whilst fostering collaboration and prioritising knowledge and skill development.

Example: Resources optimisation.

Through a centralised model, PDS Cyber Services optimise resource use, achieving savings and cost avoidance for forces. The NMC provided savings of 78% (circa £12m) as compared to a model where each force manages its own capability on a disaggregated structure.

Example: Knowledge and skill development.

Located in the north of England, the NMC contributes to the Levelling Up agenda, developing cyber talent and addressing the skills gap in the industry. By attracting and retaining talent and providing training, the NMC benefits both the local economy and the wider UK business community, contributing to create a pipeline of cybersecurity talent.

KEY ACHIEVEMENTS AND MILESTONES IN 2022-23:

National Policing Community Security Policy Framework.

In 2022, the PDS Cyber Delivery team worked to look at how policies are created within policing and started a review of the existing policies to ensure the right level of resilience and flexibility.

In September, the team successfully produced three new strategic documents: the National Policing Community Security Policy Framework, the National Policing Community Security Policy Principles, and the National Policing Community Security Policy, all subsequently approved by the Police Information Assurance Board (PIAB).

Two new groups have also been set up to provide dynamic governance support to the PIAB: the National Cyber Policy and Standards Working Group (NCPSWG) and the National Cyber Policy and Standards Board (NCPSB). Although policies and frameworks still require the PIAB's approval, the associated standards, guidelines, and blueprints can now be created and recommended for approval by the working group much quicker. This aims to establish a pipeline down to a minimum target cycle of two months and produce guiding and measurable standards that forces can take off the shelf and use to manage their risk and build their cyber resilience.

Since September 2022, 33 out of 38 requests for standards and policies have been developed:

- 7 have been published and reviewed/ approved by the National Cyber Policy and Standards Board or Working Group, including 1 Principles, 1 Framework, 1 Policy, 2 Standards, and 2 Guidelines.
- 2 documents are pending approval by the Police Information Assurance Board, including 1 Principles and 1 Framework.
- 5 documents are due for review by the National Cyber Policy and Standards Working Group, including 4 standards and 1 guideline.
- 9 documents are currently in development.
- 3 requests are validated and awaiting assignment and development.
- 7 requests are awaiting validation.

THE NATIONAL MANAGEMENT CENTRE

The NMC has continued to expand, now counting more than 60 cybersecurity experts and providing seven live services to 42 UK police forces, national policing functions and States of Jersey Police.

Working as part of the wider PDS Cyber Services, this workforce ensures that policing can proactively defend critical networks and systems in a coordinated manner while continuously baselining the cyber risk management position of each force. Without it, policing would face a higher risk profile, with varying and inconsistent security standards and expertise, making it unable to effectively confront the ever-evolving cybersecurity landscape.

By analysing and escalating cyber incidents, completing service reviews, and sharing actionable intelligence, the NMC plays a crucial role in enhancing the overall cybersecurity posture of UK law enforcement agencies.

Throughout 2022/2023, the NMC analysed an unprecedented 202,346 potential cyber-attacks with over 40,000 alerts specifically relating to malware threats. Moreover, the NMC shared 605 information and guidance alerts, including 305 specific actionable intelligence alerts against threats, vulnerabilities, and risks posed to UK Policing. Out of these, 189 alerts were classified as high priority, requiring immediate action from forces to protect against cyber threats.

The Cyber Incident Response Team provided crucial support in over 150 incidents across policing, which included managing 16 indirect ransomware attacks. The NMC demonstrated a proactive approach by identifying and analysing 276 targeted spear phishing email campaigns and managing over 50 distinct distributed denial of service (DDoS) events, further underscoring their ability to respond to a wide range of cyber threats.

Through the dedicated Cyber Liaison Team, the NMC maintained strong engagement with forces and national policing functions, offering monthly service reviews to all stakeholders, with engagement uptake regularly over 98%.

CLOSING STATEMENT

In closing, the year 2022-23 has been a testament to the Police Digital Service's unwavering commitment to innovation, collaboration, and excellence. We have not only expanded our capabilities but have also fostered a culture of inclusivity and shared purpose.

Our achievements, from championing cutting-edge technologies to the development of a diverse and passionate workforce, reflect our dedication to enhancing public safety through digital advancements. As we express our gratitude to our supporters and partners, we look ahead with enthusiasm and determination.

Together, we will continue shaping a future where technology empowers policing, strengthens communities, and improve public safety for all.

Ian Bell, CEO



APPENDIX

CASE STUDY: Supporting policing with major events - the Commonwealth Games

The NMC provided enhanced support to West Midlands Police during the Commonwealth Games which took place in Birmingham between 28th July and 9th August 2022.

The NMC worked closely on an enhanced support plan with key stakeholders from the force during the months preceding the Games. This included, for example, the Threat Intelligence Team producing eight strategic reports sent to the West Midlands Police.

During the Games, regular operational updates were provided to the force, including a daily summary of enhanced monitoring and Threat Intelligence findings. The Protective Monitoring Team also provided increased resources, enabling the team to conduct more detailed analysis of alerts and detect anomalies beyond the standard scope of monitoring. The Threat Intelligence Team conducted comprehensive monitoring of key threat actors throughout the event. It established more than twenty tailor-made alerts to monitor key venues, threat actors and force online presence and activity on the surface and dark web.

The NMC continues to develop an enhanced support template for use with forces when they request assistance with high profile events.

CASE STUDY: The NMC's response to ransomware attacks on law firms working with UK policing

In Q2 and Q3 2022, the NMC Threat Intelligence team identified ransomware attacks on a number of law firms known for their work with UK law enforcement. The incidents required swift action and coordination among multiple stakeholders to mitigate risks and provide necessary support.

One of the law firms impacted was hit with Lorenz ransomware. The NMC identified the attack in March, reported it and continued to support providing daily updates to forces and continuously assessing the risk.

Two other law firms were hit by Black Bast ransomware. The NMC identified the threat in the summer of 2022 and escalated the incidents to the National Gold command. The NMC played a pivotal role in providing updates to UK policing and coordinating the response with stakeholders. The Cyber Incident Management team provided 24-hour support and the NMC Cyber Threat Team published seven threat intelligence alerts and provided analytical support.

The NMC's rapid response and continuous monitoring of the situation, coupled with close collaboration with stakeholders, highlights the strengthened cyber security posture of UK police forces against ransomware attacks.

CASE STUDY: The NMC's response to DDoS attacks on UK policing

During Q3 2022, the NMC observed an increased threat of distributed denial of service (DDoS) attacks against UK policing.

The NMC worked with the National Crime Agency (NCA) and National Cyber Security Centre (NCSC) to evaluate and investigate the activity, maintaining heightened awareness for potential future attacks due to the continued impact on a small number of forces throughout Q3.

By identifying and addressing DDoS threats in a timely manner, the NMC helps to bolster the overall resilience of UK policing, maintaining the availability and integrity of their online services. In addition, the centralised response to DDoS attacks contributes to a stronger cybersecurity posture for UK police forces, helping to protect sensitive data and maintain public trust in law enforcement agencies.





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