



ANNUAL REPORT

2023/2024

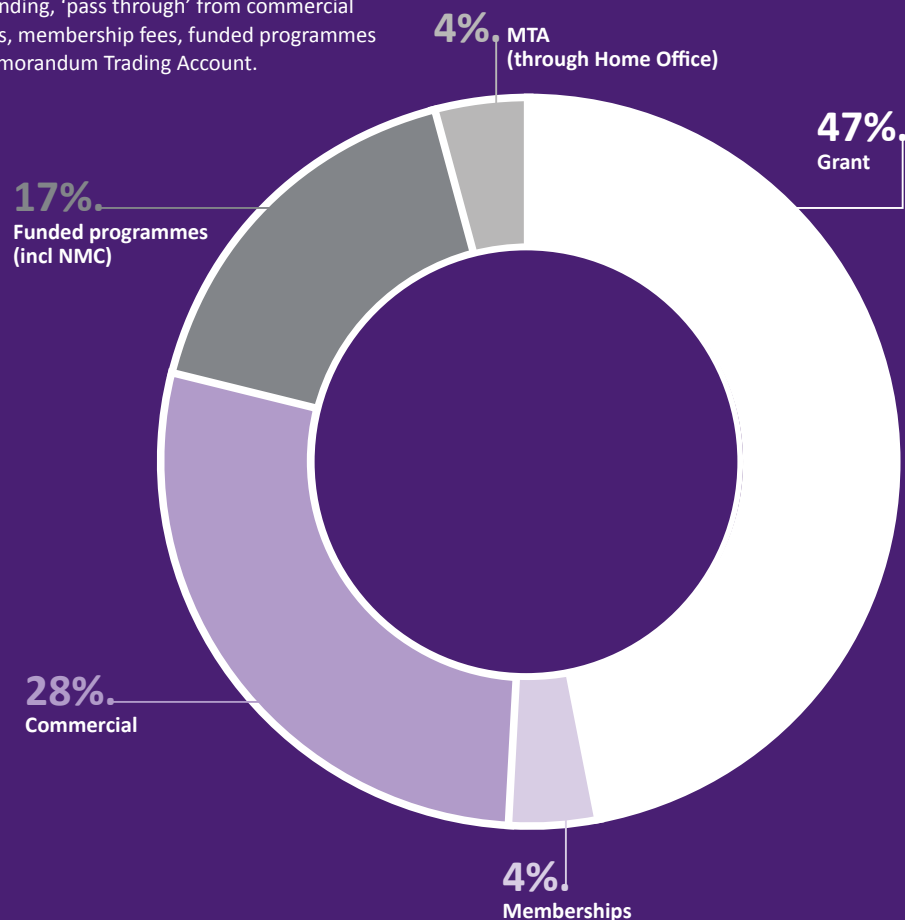
FINANCIAL OVERVIEW

Since the 2018/19 financial year, to the end of 2023/24, PDS has helped to make total savings of just over £223 million for police forces in the UK, £48.6 million cashable and a further £174.6 million in cost avoidance.

In 2023/24, 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 five main sources of income: grant funding, 'pass through' from commercial activities, membership fees, funded programmes and Memorandum Trading Account.

The draft financial statements show an end of year deficit of £1.0 million after tax; down from £2.4 million surplus in 2022/23. This was in line with planned capability enhancement of the Company. Turnover of £68 million is £5.5 million down from the previous year of £73 million from reduced third party sales. Gross Surplus of £13m is in line with prior year but administrative expenses have increased by £4 million.



STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2024

	2023/24 £	2022/23 £
Turnover	67,590,295	73,072,982
Cost of sales	(54,934,827)	(60,315,415)
Gross surplus	12,655,468	12,757,567
Administrative expenses	(13,927,014)	(10,062,464)
Operating (deficit)/surplus	(1,271,546)	2,695,103
Interest receivable and similar income	4,114	48
(Deficit)/surplus before tax	(1,267,432)	2,695,151
Tax on (deficit)/surplus	240,279	(272,764)
(Deficit)/surplus for the financial year	(1,027,153)	2,422,387
Total comprehensive income for the year	(1,027,153)	2,422,387

STATEMENT OF FINANCIAL POSITION

	2023/24 £	2022/23 £
Fixed Assets	162,319	5,920
Net Current Assets	11,143,145	12,326,697
Net Assets	11,305,464	12,326,617
Capital and Reserves	11,305,464	12,332,617

INCOME INFORMATION

We are a not-for-profit membership organisation, a company 'limited by guarantee'. All police forces in England and Wales are fee-paying members. Other policing law enforcement agencies who are also fee-paying members are:

- British Transport Police Authority
- College of Policing
- National Crime Agency (NCA)
- Mayor's Office for Policing and Crime (MOPAC)
- Police Service of Northern Ireland (PSNI)

PDS' income streams for 2023/24 started to change with the transfer of Commercial income streams over to Blue Light Commercial (IBM, VMware, Adobe and Oracle). However, planning for 24/25 saw PDS create its own Memorandum Trading Account and this will continue to expand as the DLRP programme rolls out further. PDS is still negotiating with Home Office colleagues in relation to the deliverables, so has yet to receive a grant agreement. The list below highlights both the Memorandum of Trade Account submissions for this year and known programme funds.

Any money made from commercial activity is reinvested into the organisation to improve the services provided to policing.

FORWARD LOOKING SUMMARY OF SECURED FUNDING

Project Brief	Amount
PDS Capabilities , Core funding for establishing the PDS function. All staff and salary costs excluding Cyber are funded from this line.	£9,500,000
Digital Forensics Programme New programme set to address the strategic issues in digital forensic investigations.	£8,200,000
Digital Fingerprint capability Completing the delivery of the forensic capability solution following disaggregation under the strategic review.	£3,750,000
Digital Case File Project Transforming and automating the production of case file information.	£1,137,000
Op Dorothy Capability PDS to provide a managed service on behalf of the 12 ROCU regions through the Dorothy capability.	£500,500
GRANT TOTAL	£23,087,500
NMC Cyber security centre for policing	£6,561,675
App supporting vulnerable victims Securing continuance of vulnerability victim safeguarding solution plus discovery of long-term solution for policing.	£453,109
LudusUK Football Policing Unit new software roll out replacing the Minerva system	£2,180,218
Cyber Support	£5,255,539
Memorandum of Trade Account Total	£14,450,541
GRAND TOTAL and MTA	£37,538,041

GOVERNANCE AND RISK

This report provides an overview of our governance arrangements and demonstrates how the Board has monitored and overseen the company's operation throughout the reporting period, 1 April 2023 - 31 March 2024.

The management of the Police Digital Service was directed by the Board which saw some changes to its composition following a membership vote in October 2023.

Before the Board composition was changed, the Board comprised: seven Police and Crime Commissioners, one representative from the Other Police Governance Bodies, one Chief Constable, the Chair of the National Police Chief's Council, one representative from the Police Technology Council, the Home Office Chief Digital, Data and Technology Officer, the Chief Executive Officer at PDS and two people co-opted by the Board.

After the Board composition was changed, the Board comprised: six Police and Crime Commissioners, one from the Other Police Governance Bodies, three representatives from operational policing at Chief Officer level, three Home Office representatives, the Chief Executive Officer at PDS and two people co-opted by the Board.

Police, Fire and Crime Commissioner Stephen Mold was the Non-Executive Chair of the Board throughout the reporting period, until his resignation on 21 March 2023. A Vice Chair position was created for the first time and PCC Andrew Dunbobbin was elected by the Board on 27 February 2023.

The Board monitors and oversees the company's operation, ensuring competent and prudent management, sound planning, proper procedures for the maintenance of adequate accounting and other records and systems of internal control, and for compliance with statutory and regulatory requirement. The Board considers strategic issues and risks.

The Board also has two sub-committees, an Audit and Risk Committee and a Workforce, Nominations and Remuneration Committee. There have been four Board meetings in the reporting period, one Board Briefing Event, two General Meetings and an Annual General Meeting. The Audit and Risk Committee met four times and the Workforce, Nominations and Remuneration Committee met five times during the reporting period.

Director Name	Position	Current/ Resigned in year	Board Meetings	Briefing Events	AGM	General Meetings	Audit and Risk Committee	Workforce, Nominations and Remuneration Committee
Ian Bell	Director	Current	4/4	1/1	1/1	2/2	4/4*	3/5*
Simon Bourne	Director	Current	3/4	1/1	1/1	2/2	n/a	5/5
CC Robert Carden	Director	Current	2/2	1/1	n/a	n/a	1/1	n/a
PCC Jeffrey Cuthbert**	Director	Current	0/4	0/1	0/1	0/2	n/a	n/a
PCC Andrew Dunbobbin	Director	Current	4/4	1/1	0/1	2/2	n/a	5/5
CC Jo Farrell	Director	Resigned in year	1/2	n/a	1/1	n/a	n/a	n/a
CC Martin Hewitt	Director	Current	0/0	n/a	n/a	n/a	n/a	n/a
Hugh Ind	Director	Current	2/2	1/1	1/1	2/2	n/a	1/1
Bethan Page-Jones	Co-opted Director	Current	4/4	1/1	0/1	2/2	4/4	n/a
PCC Dafydd Llewelyn	Director	Resigned in year	1/2	n/a	0/1	0/2	n/a	3/3
Commissioner Angela McLaren**	Director	Current	0/2	0/1	n/a	n/a	n/a	n/a
PFCC Stephen Mold	Chair/ Director	Current	4/4	1/1	1/1	2/2	n/a	n/a
Simon Parr	Director	Current	2/2	1/1	n/a	n/a	n/a	1/1
PCC Darryl Preston	Director	Current	3/4	1/1	0/1	1/2	n/a	n/a
Darren Scates	Director	Resigned in year	1/2	n/a	n/a	n/a	n/a	n/a
PCC Andrew Snowden	Director	Current	3/4	1/1	1/1	2/2	n/a	n/a
CC Gavin Stephens	Director	Current	2/2	1/1	1/1	n/a	n/a	n/a
ACC Alan Todd	Director	Current	2/2	n/a	0/1	n/a	n/a	n/a
PCC Stephen Turner	Director	Current	3/4	1/1	1/1	1/2	4/4	n/a

*Attended as part of the executive team

** Alternate Director in place

The Board's Register of Interests are reviewed at every meeting and are recorded in the minutes. The table below details the declarations of interest for all Directors of the Board during the reporting period.

The table below details the declarations of interest for all Directors of the Board during the reporting period:

Director Name	Description of Interest	Is the interest current?
Ian Bell	No interests to register	n/a
Simon Bourne	No interests to register	n/a
CC Robert Carden	No interests to register	n/a
PCC Jeffrey Cuthbert	Trustee of the Caerphilly Miners' Centre for the Community	Current
PCC Andrew Dunbobbin	APCC Deputy Lead for Digital and Tech	Current
CC Jo Farrell	No interests to register	n/a
ACC Martin Hewitt	Police Crime Prevention Initiatives Limited Non-executive director of Responsible Leadership Foundation	Current
Hugh Ind	No interest to register	n/a
Bethan Page-Jones	No interests to register	n/a
PCC Dafydd Llewelyn	Trustee – Seion Chapel Llandysul (Non-paid voluntary role)	Current
Commissioner Angela McLaren	No interests to register	n/a
PFCC Stephen Mold	Member of the College of Policing Board Director of Emergency Services Network	Current
Simon Parr	No interests to register	n/a
PCC Darryl Preston	APCC Forensics and Biometrics	Current
Darren Scates	No interests to register	n/a
PCC Andrew Snowden	No interests to register	n/a
CC Gavin Stephens	Trustee of Police Care UK Chair of Police Memorial Arboretum Trust Trustee of The Police Remembrance	Current
ACC Alan Todd	No interests to register	n/a
PCC Stephen Turner	No interests to register	n/a

BOARD AND SUB-COMMITTEE REPORTS

AUDIT AND RISK COMMITTEE REPORT

The Audit and Risk Committee (ARC) supports the PDS Board in discharging its responsibilities for overseeing the management of finance, risk, internal and external controls and overall governance.

During the reporting period the Committee comprised of three Non-Executive Directors (a Police and Crime Commissioner in the Chair) and one co-opted member, bringing financial expertise as a force Chief Financial Officer. The constitution and the terms of reference of the ARC were established in November 2021 and are reviewed on an annual basis. The Committee met four times during the reporting period with the Chair reporting on the work of the Committee to the PDS Board.

During the reporting period the Committee reviewed several internal audits including key financial systems, cyber security, procurement and GDPR Compliance and oversaw management responses to audit recommendations. Members considered the integrity of the year-end financial statements and met regularly with the external auditors.

Key policies were reviewed and recommended for PDS Board approval covering vetting, risk management, anti-corruption and bribery, conflicts of interest, business continuity, whistleblowing and the PDS Scheme of Delegation. Members received and scrutinised regular reporting on the Corporate Risk Register including proposed closures and additions.

The Audit and Risk Committee is undertaking an annual review of the business undertaken during the reporting period and is to consider the annual work programme for the year ahead including the procurement exercise for external and internal audit provision for PDS, which is due for renewal in March 2025. Once the annual review has concluded a report will be presented to the Board.

WORKFORCE, NOMINATIONS AND REMUNERATION COMMITTEE REPORT

The role of the PDS Workforce, Nominations and Remuneration Committee (WNRC) is to support the PDS Board in discharging its responsibilities for the composition and effectiveness of the Board, the CEO remuneration framework and the evaluation of the People, Learning and Development, Diversity, Equity and Inclusion (DE and I) and Pay and Reward Strategies. The WNRC also reviews and advises on the principles and policies relating to the recruitment, retention and remuneration of all company staff as well as overseeing the management of risk as it relates to the People function.

First established as a Nominations and Remuneration Committee in December 2016, the Committee expanded its remit to encompass oversight of the Company's workforce strategy in June 2023 when it became the WNRC. The WNRC comprises of four Non-Executive Directors, two of whom joined the company in October 2023. One Committee member is a Police and Crime Commissioner, two are Home Office representatives, and the other is the CEO of the British Transport Police Authority. The Committee will be joined by a co-opted Non-Executive Director in the next quarter.

The Committee met five times during the reporting period and focused on the development of the PDS People Strategy including the progress of the Target Operating Model, the Corporate Strategy, the PDS pay award and reviewed a host of PDS policies ranging from the Scheme of Delegation to the Modern Slavery and Anti-Trafficking Statement and Health, Safety and Wellbeing policy and Vetting policy, to name a few.

The Committee also confirmed agreement for a revised Board composition to ensure a better balance between the three major stakeholder groups. The WNRC's activities over the 2023-24 period have been presented to the Board of Directors on a quarterly basis, summarising the business undertaken, recommendations made and priorities for the next reporting period. The WNRC, as per the terms of reference, will undertake an evaluation of its performance and effectiveness on an annual basis.

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.

To enhance the employee experience at PDS, we want our employees to be engaged, motivated and proud to call us their employer. Where individual contribution, potential and difference is valued and where we support each other and our teams, giving our colleagues an effective voice.



WE VALUE PEOPLE

We are an inclusive organisation which nurtures our staff by encouraging growth and progression.



WE DO THE RIGHT THING

We are honest and transparent and have a purpose at the heart of all that we do.



WE ARE INNOVATIVE

We are not afraid to challenge the status quo and take calculated risks. We recognise and learn from failure, and celebrate success.



WE ARE ONE TEAM

We listen to and respect each other, work collaboratively and work towards a common purpose.



WE ARE PASSIONATE AND PROUD

We know why we are here and want to be part of the purpose. We always bring our best selves to work.

PEOPLE STRATEGY

During 2023-24, we built on our People Strategy and will continue to do so during the next financial year.

Our People Strategy provides 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.

ATTRACTING AND RETAINING THE BEST TALENT

Our Recruitment Team is focused on attracting, engaging and retaining the best talent from the widest pool. Recognising that we need skilled, passionate, diverse and committed teams across our organisation.

Our vision is for PDS to be an inspiring place to work, where the best talent know that:

- we value people;
- we do the right thing;
- we are innovative;
- we are passionate and proud;
- we are one team, and they are inspired to join us.

In this competitive marketplace, we are recognised as a values driven, inclusive employer with a strong employee value proposition, which will help us attract the best talent. Our employees will feel accepted and supported to reach their full potential. Our retention rate of 85% during the past financial year is strong and we were delighted that the strength of our commitment was recognised with a Highly Commended' in the category of 'Best Place to Work in Digital' at the Digital Technology Leaders Awards.

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 two accreditation. These partnerships help us create a stronger connection to different communities and broaden our knowledge of specific issues. We have written and updated our policies, with a particular focus on family friendly policies, which has seen PDS featured as best practice in the Tech Talent Charter report.



PDS DELIVERS MAJOR PROGRAMMES AND SAVES POLICING COSTS

It has been another successful year for PDS's hard-working project teams as they demonstrated once again that we can save policing money and time with the support of our experts. We are proud to have brought together policing knowledge and digital expertise to build on existing strengths and innovation from the private sector. We work in the ethos of "on behalf of and with" forces and the wider law enforcement agencies to deliver the strategic aims of the National Policing Digital Strategy.

Here are some of the key highlights and successes of PDS in 23/24:

NATIONAL MANAGEMENT CENTRE (NMC)

Within PDS Cyber Services, the National Management Centre (NMC) provides a comprehensive range of cyber security and network management services to UK Policing. The NMC deliver cyber security services through a nationally coordinated, locally delivered model which enables forces to have access to a centre of excellence with the ability to manage internal and external threats and enhance legislative compliance.

Currently, the NMC provides services to more than 50 police forces and national policing systems across the UK, ensuring that the ever-evolving threat landscape can be proactively defended against and appropriately mitigated in a coordinated manner. By analysing and responding to 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 and associated partners.

Key achievements from the past year include:

- The drafting, development, release, and implementation of the National Police Chiefs' Council National Strategy for Cyber Security Incident Response. This National Strategy introduced a cadre of trained Chief Officers and appointed Gold Commanders who are responsible for the implementation, management, and coordination of the response to national cyber incidents impacting operational policing. The structure has been utilised once and put on standby on three further occasions since it was established resulting in a coordinated and effective response to cyber incidents and threats.
- The NMC has extended its coverage to an increasing number of police forces, platforms, and associated entities resulting in over 35,000 security alerts each month (on average) being triaged in the protection and prevention of cyber attacks
- The NMC achieved its objectives in relation to its people and technology pillars ensuring that the NMC is more closely aligned with policing and is appropriately equipped and prepared to meet the evolving threats, while reducing the overall cost of the NMC for policing.
- The NMC has worked collaboratively with PDS Compliance, Assurance, Third-Party Risk, Architects, Policy and Strategy, among a number of other teams to ensure that threat and risk are appropriately considered and assessed at each stage of digital implementation, design, deployment, and education. The threat landscape provided by the NMC Threat Intelligence team is now implemented across all elements of secure by design, assurance, and compliance.

DIGITAL DATA AND TECHNOLOGY (DDAT)

PDS DDaT provides policing with access to a range of digital and technological capabilities and services that solve real policing problems and drive transformation. The team works closely with the Digital, Data and Technology Coordination Committee (DDaTCC) on a national level, as well as with a range of partners across policing and law enforcement.

PDS DDaT champions innovation and supports the delivery of those tools that help policing face ever-evolving challenges. This includes:

- National Standards - improving interoperability and developing a common approach to sourcing, promoting and adopting standards.
- Data Maturity Assessments - providing the National Police Data and Analytics Board with a clear picture of forces data maturity with findings and recommendations for further data and analytics capability adoption.
- Technology Architectural Patterns - helping forces to keep their systems secure and stay aligned to the blueprints set out as part of the National Enabling Programmes (NEP).

DELIVERY SERVICES

DIGITAL EVIDENCE PROJECT (DEP)

The DEP (Digital Evidence Project) was established in June 2021 and concluded in March 2024, and was driven by the government's response to the Rape Review. It sought to achieve a common vision of how technology is used for investigating rape and serious sexual offences (RASSO).

The DEP worked 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.

KEY ACHIEVEMENTS:

- Victims and witnesses should now receive a better service throughout an investigation. Victims will retain their device(s) to maintain communication, but also to feel reassured knowing that their data is protected.
- Supported the development of key strategic policing initiatives, both for RASSO and the Violence Against Women and Girls (VAWG) Taskforce. This included the formation of a RASSO Technology Partnership Board to bring together police, Home Office, criminal justice partners and technology companies to ensure aligned thinking and horizon scanning for DDAT solutions to improve investigations.
- Supported the development of Operation Soteria Bluestone's National Operating Model and the Violence Against Women and Girls Taskforce's Strategic Digital Intent.
- Delivered a multi-supplier national commercial framework for automated text redaction tools. The capabilities aim to prevent the inappropriate release of sensitive personal details and improve police efficiency by reducing the time spent on text redaction by up to 80% - supporting a better experience for victims who will receive more support from police during a traumatic time.
- Improvements also designed to be transferable to other crime types to aid in critical areas, such as the VAWG Digital Strategic Intent. These outputs will also support continuing national work, under the Digital Forensics Programme.

DIGITAL FORENSICS PROGRAMME (DFP)

The Digital Forensics Programme (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. It aims to develop 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.

KEY ACHIEVEMENTS:

- Rape Review Response Project 2 (RRRP2) was the outcome of a second round of funding made available by the Government to meet a commitment that no victim of a serious sexual offence would be without their mobile phone for more than 24 hours.
- The RRRP2 team within DFP procured, configured, validated and distributed 244 laptops, kiosks and tablets to 31 forces, and trained 700 plus users in selective extraction tools and technology.
- In the post project evaluation, 74% of respondents agreed or strongly agreed that the RRRP2 kit has improved victim experience within their force, and 71% of respondents agreed that the equipment has improved officer efficiency within their force.
- The Central Validation Library is a repository of validation materials and Ground Truth Data which have been compiled and developed by the programme to validate and support the use of the five most common selective extraction tools used by forces. The centralisation of these materials has significantly reduced the amount of time individual forces have needed to independently validate the tools.
- The PDS material is now being used by all 43 forces plus HMRC and National Crime Agency, with Police Scotland also requesting access.
- The material is compliant with Forensic Regulator's Codes, with expert one-to-one advice for forces adopting materials, and the UK Accreditation Service commented positively on our materials in a force inspection. Our validation materials are now being updated so that they remain current, again reducing the burden on individual forces to maintain currency.

DELIVERY SERVICES

DIGITAL FINGERPRINT CAPABILITY (DFC)

Digital Fingerprint Capability (DFC) is a national system. It enables policing to benefit from key strategic opportunities that will improve performance and productivity for policing and forensics nationally, regionally and locally. The suite of tools provided for police forces works to nationally agreed standards, including the Forensic Science Regulator's codes of practice.

The capability has been developed in partnership with PDS and forensics' subject matter experts from across policing. The DFC Programme Team works collaboratively with government, policing and the forensics science community to support the ongoing development and delivery of the capability and PDS Xchange

KEY ACHIEVEMENTS:

- During 2023/24, fingerprint labs and crime scene investigation were estimated to cost UK policing around £123 million per year.* Predominantly manual methods are used to gather, store, and cross-reference marks and fingerprint data against records held on police databases, locally, regionally and nationally.
- Through DFC and the Xchange platform, annual cost savings are estimated to be around £6.2 million as a minimum for fingerprinting, through time and processing efficiencies and reducing data backlogs for investigations - in some forces these currently exceed six months, as reported on by His Majesty's Inspectorate of Crime, Fire and Rescue Services (in 2022).
- In 2023/24, the East Midlands Special Operations Unit (comprising all East Midlands forces) and the Yorkshire and Humber regional collaboration went live with DFC. National rollout will continue in the 2024/25 financial year. Further opportunities are being explored to extend the capability to national policing organisations (e.g. Police Scotland and the National Crime Agency), working to achieve a 'whole public system' approach for law enforcement, and for the first time, a national crime scene database for fingerprint marks.

**Research by Deloitte UK.*

APP SUPPORTING VULNERABLE PEOPLE

In April 2023 this bespoke service in support of vulnerable individuals transitioned to the Police Digital Service (PDS). Since then, the service has operated 24/7, 365 days a year to safeguard and improve the lives of the most vulnerable in our country, including victims of domestic abuse, stalking and harassment.

During this first year at PDS, the service has achieved important outcomes. Thanks to the transition to PDS and the full support of the Home Office, the Violence Against Women and Girls Taskforce and various groups across the National Police Chiefs' Council, the covert service is now live in 36 police forces across the UK, including the Police Service of Northern Ireland and Police Scotland.

KEY ACHIEVEMENTS:

- 2,516 devices were issued to victims and 4,108 service users activated their devices in the last 12 months (respectively 14% and 18% more compared to FY 2021-22).
- Three police forces were onboarded and a further seven are at varying stages of implementation.
- 366 training sessions have been delivered by the service team to safeguarding leads and other policing staff involved with domestic abuse cases.
- The service is now available in 43 different languages, enabling forces to reach wider into diverse communities and safeguard even more vulnerable people across the country.

DELIVERY SERVICES

PDS HELPS TRANSITION THE UK FOOTBALL POLICING UNIT BACK INTO POLICING

The UK Football Policing Unit's (UKFPU) transition from the Home Office to the National Police Chiefs' Council (NPCC) was a strategic move to place the unit back into policing. The people transition, completed in April 2023, involved relocating the unit's operations, personnel, and IT services under the stewardship of the NPCC.

KEY ACHIEVEMENTS:

- The IT services transition to the Police Digital Service completed in March 2024. PDS now manages the IT services for the UKFPU, providing essential systems and support.
- The PDS project team, replaced three of the Unit's services with a Power app, now called FootOPS. The app covers hate crime, events management, and the intelligence system that the Unit uses.
- The UKFPU's transition and the impending transition of systems like LUDUS represent a significant step forward in football policing. By streamlining operations and enhancing information management, the Unit continues to ensure the safety and enjoyment of football matches for all supporters.