



ANNUAL REPORT

2024/2025

FOREWORD

INTRODUCTION FROM THE CHIEF EXECUTIVE OFFICER, TONY EASTAUGH CBE

It is a privilege to present the Police Digital Service's Annual Report and Accounts for 2024/2025. For a number of reasons, the performance year began as challenging and problematic for the organisation, specifically Q1 and Q2. However a radical and wide ranging reset programme was implemented at the start of Q3. And by the close of Q4 the company had been restored to a firm and solid foundation.

I am proud of our people and their ability to embrace change and rise to challenge. As CEO I witness the dedication, commitment and expertise of our diverse teams across all our portfolios of work. Collectively, with the support of our key partners, we have built and secured a successful organisation that is performance orientated and operates with integrity and transparency. We will continue to play an increasingly pivotal role in delivery of digital, data and technology solutions that support UK policing and enhance public safety. And we are proud to do so.

We are outcome and delivery focused. And our commitment to support law enforcement through innovation and collaboration is recognised and is central to our future. We will continue to deliver critical national programmes, strengthen our cyber security capabilities, and provide tools that improve operational efficiency and outcomes for victims.

Looking ahead to police reform and the National Centre of Policing, our PDS strategic objectives are clear. We will continually fix, adapt, and strengthen our own delivery models in the short term; and delivering the National Police Digital Strategy will remain central in our business plans. We will converge with, and work closer alongside, all our stakeholders and partners as we prepare for the opportunities presented by police reform. And finally we will be committed to successfully implementing the merger of PDS into the new National Centre of Policing without losing focus on our performance promises.

I want to thank my team, our partners across government and law enforcement, and industry for their continued support. Our collective commitment to building a more digitally enabled police service—and one that is better equipped to protect communities and respond to the complex demands of modern policing – remains our joint endeavour.

Tony Eastaugh CBE Chief Executive Officer Police Digital Service



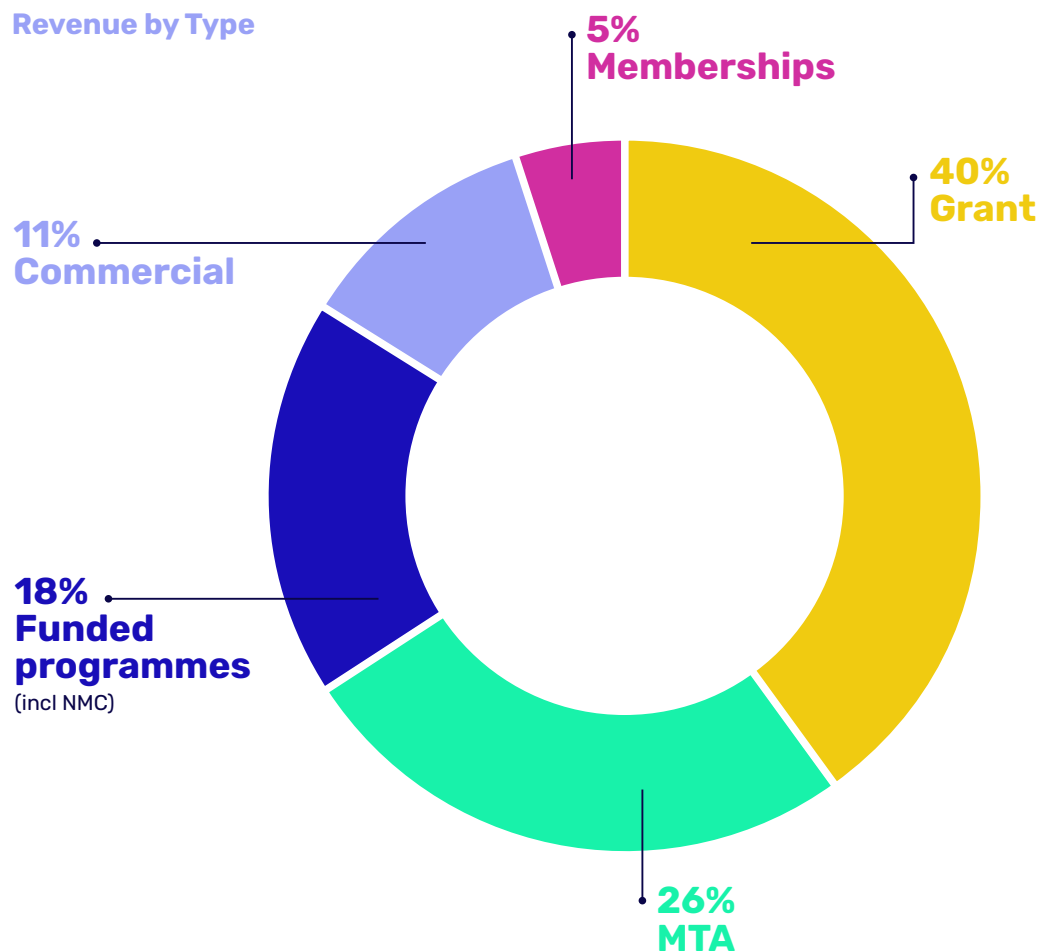
FINANCIAL OVERVIEW

Throughout the latter part of 24/25, PDS 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.

PDS has five main sources of income:

- grant funding
- Memorandum Trading Account
- funded programmes and projects
- 'pass through' from commercial activities
- membership fees.

Revenue by Type



Statement of Comprehensive Income for the year ended 31 March 2025

	2025 £	2024 £
Turnover	56,024,084	67,590,295
Cost of sales	(36,153,602)	(54,934,827)
Gross surplus	19,870,482	12,655,468
Administrative expenses	(17,653,232)	(13,927,014)
Operating (deficit)/surplus	2,217,250	(1,271,546)
Interest receivable and similar income	3,611	4,114
Surplus/(deficit) before taxation	2,220,861	(1,267,432)
Tax on surplus/(deficit)	-	240,279
Surplus/(deficit) for the financial year	2,220,861	(1,027,153)
Surplus/(deficit) for the year	2,220,861	(1,027,153)
Other comprehensive income	-	-
Total comprehensive income for the year	2,220,861	(1,027,153)

Statement of Financial Position

	2024/25	2023/24
Fixed Assets	222,527	162,319
Net Current Assets	13,303,798	11,143,145
Net Assets	13,526,325	11,305,464
Capital and Reserves	13,526,325	11,305,464

INCOME INFORMATION

PDS is 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 2024/25 continued to change with the transfer of Commercial income streams over to Blue Light Commercial. PDS is part of policing's Memorandum Trading Account, principally covering Cyber and NMC services. As we've moved into 25/26 the MTA has incorporated other services including Digital Fingerprint Capability and Blueprints and Standards. PDS continues to be grant funded for both programmes and our core grant to cover the costs of running the business. The list below highlights both the Memorandum of Trade Account submissions for this year and key programme grants.

Any money made from commercial activity is reinvested into the organisation to improve the services and, ultimately, reduce cost to policing.

BUDGET

PROJECT BRIEF	AMOUNT
PDS DDaT and Enabling Services , Core funding to deliver DDaT services and run the business (salary only).	£9,000,000
Digital Forensics Programme New programme set to address the strategic issues in digital forensic investigations.	£400,000
Digital Fingerprint capability Completing the delivery of the forensic capability solution falling under the strategic review.	£495,000
Digital Case File Project Transforming and automating the production of case file information.	£1,050,400
National Firearms Licencing Management System PDS to procure and provide a managed service for a replacement system.	£2,561,338
Asset Recovery IT System PDS to procure and provide a managed service for a replacement system for JARD.	£4,200,000
GRANT TOTAL	£17,706,738
NMC Cyber security centre for policing	£6,023,461
Digital Fingerprint capability	£3,096,154
Cyber Support	£6,655,265
Other MTA services	£4,018,061
Memorandum of Trade Account Total	£19,792,941

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 2024 – 31 March 2025.

The management of the Police Digital Service was directed by the PDS Board of Directors.

The Board is comprised of six Police and Crime Commissioners, one representative from the Other Police Governance Bodies, three representatives from Operational Policing at Chief Officer level, three Home Office representatives, the PDS Chief Executive Officer and two Independent Non-Executive Directors appointed by the Board.

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.

There have been fourteen Board meetings in the reporting period, one General Meeting and an Annual General Meeting.

Board attendance can be found on the next page

The Board's Register of Interests are reviewed at every meeting and are recorded in the minutes.

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

DIRECTOR NAME	DESCRIPTION OF INTEREST	IS THE INTEREST CURRENT?
PFCC David Allen	- Member of Carlisle Cathedral Development Trust – Charitable body - Member of Special Forces Club, London. Sit on Security Sub Committee	n/a
Ian Bell	No interests to register	n/a
Simon Bourne	NED for UK Road Offender Education	Current
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	- Police and Crime Commissioner, North Wales - PCC Lead for Forensic Collision Investigation Network - APCC Deputy Lead for Digital and Tech	Current
Tessa Dwyer	- Board trustee at Sustrans - Board trustee at CORE Clapton (Centre for Osteopathic Research and Excellence) - Finance Director at the Museum of London Archaeology	Current
Tony Eastaugh	No interests to register	n/a
PCC Jonathan Evison	No interests to register	n/a
PFCC Roger Hirst	- Police, Fire and Crime Commissioner for Essex - Essex Police, Fire and Commissioner Fire and Rescue Authority - Hutton Charities - Thames Chase Trust - St Lazarus Charitable Trust - Brentwood Borough Council - Fire Services Management Committee - Thames Chase Enterprises Limited	Current
Hugh Ind	CEO of British Transport Police Authority	n/a
PCC Donna Jones	- Partner of Evan Jones Inv. Ltd - Member of The Conservative Party - Member of A World of Friends (registered charity) - Close Brothers Asset Management (Family member - husband)	Current
Bethan Page-Jones	No interests to register	n/a
Commissioner Angela McLaren	No interests to register	n/a
Simon Parr	No interests to register	n/a
PCC Darryl Preston	APCC Forensics and Biometrics	Current
CC Gavin Stephens	- Chair of Police Memorial Arboretum Trust - Trustee of The Police Remembrance Trust - Bluelight Commercial Board Director - Police Crime Prevention Initiatives Board Director - ACRO (Criminal Records Office) Board Director - President of the Police Mutual Assurance Society	Current
PCC Stephen Turner	No interests to register	n/a
CC Jeremy Vaughan	Vice Chair for Chief's Council	Current

BOARD SUB-COMMITTEES

The Board had three sub-committees, the Audit and Risk Committee (which became the Finance and Commercial Committee on 23 January 2025), the Workforce, Nominations and Remuneration Committee (which became the People, Culture and Ethics Committee on 7 April 2025), and the Operational Performance and Risk Committee (OPRC), which sat for the first time on 26 February 2025.

AUDIT AND RISK COMMITTEE (ARC) 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.

This Committee comprised of five Non-Executive Directors - two Police, Fire and Crime Commissioners (PFCCs), one representative from the Home Office, one representative from Operational Policing at Chief Officer level and one co-opted Non-Executive Board Director. The Committee met quarterly throughout the reporting year, with five additional meetings held across July, August and September 2024.

This Committee scrutinised the PDS Annual Statement of Accounts, the external audit and internal audits covering

Corporate Governance, Learning and Development and Diversity, Equity and Inclusion; overseeing management responses to audit recommendations. The Committee reviewed supplier requirements and maintained oversight of the procurement process for internal and external audit provision, recommending preferred suppliers to the PDS Board and, in the case of external audit, to the wider PDS membership.

Members considered the integrity of the year-end financial statements and met regularly with the external auditors.

In January 2025, the Audit and Risk Committee transitioned into the Finance & Commercial Committee. The new Committee met once in the reporting period.



WORKFORCE, NOMINATIONS AND REMUNERATION COMMITTEE REPORT (WNRC)

The Workforce, Nominations and Remuneration Committee (WNRC) supports 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 Committee 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.

This Committee comprised of four Non-Executive Directors – a Police and Crime Commissioner, two Home Office representatives, and the CEO of the British Transport Police Authority.

The Committee met nine times during the reporting period and focused on the development of the PDS People Strategy and the need to develop a PDS Pay and Reward Strategy.

During the reporting period the Committee reviewed internal audits including Corporate Governance, Learning and Development, and Diversity, Equity and Inclusion and oversaw management responses to

audit recommendations.

The Committee reviewed a host of PDS policies including the Honoraria Policy, Acting Up Policy, Carers Leave Policy, On-Call Policy, Salary Protection Policy, DE&I Policy, and the Recruitment Policy.

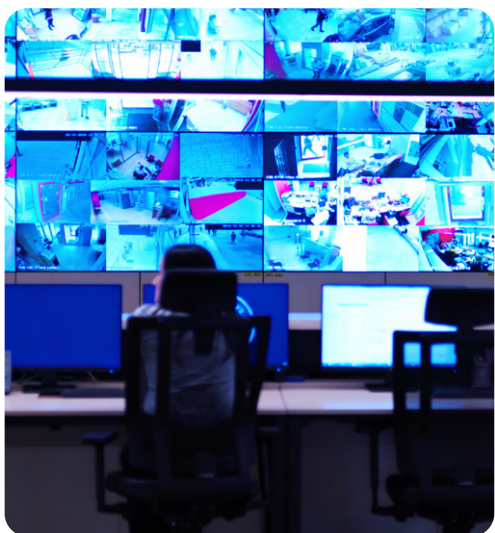
The Committee also confirmed agreement for a revised Committee structure which saw the ARC become the Finance and Commercial Committee, the WNRC become the People, Culture and Ethics Committee and the introduction of the Operational Performance and Risk Committee.

OPERATIONAL PERFORMANCE AND RISK COMMITTEE (OPRC)

The Operational Performance and Risk Committee was established in February 2025 as part of an internal business transformation project called PDS Reset and supports the Board to discharge its responsibilities for overseeing the performance and risk of core business operations and internal controls, including service delivery.

The Committee comprised of three Non-Executive Directors – one Police and Crime Commissioner, one representative from the Home Office and one representative from Operational Policing at Chief Officer level.

The Committee met once in the reporting period, with a meeting held on 26 February 2025 to elect a Committee Chair and Vice Chair and formally agree its terms of reference.



KEY ACHIEVEMENTS 2024/2025

We worked in partnership with the NPCC to deliver and launch a new **National Policing Cyber Security Strategy** to support the advancement of cyber security across government and policing. As a key example of ongoing work to deliver improved cyber security for policing, for the first time we have completed an end-to-end cyber review of all forces and Police National Systems. This provides a holistic view of policing's security posture.

The PDS Platform (PDSP) evolved into the **National Police Capabilities Environment (NPCE)**, reflecting our ambition to establish a national, cloud-based environment to host live policing applications. In time, we envision this becoming a multi-cloud environment that can securely provide applications and capabilities to support UK policing.



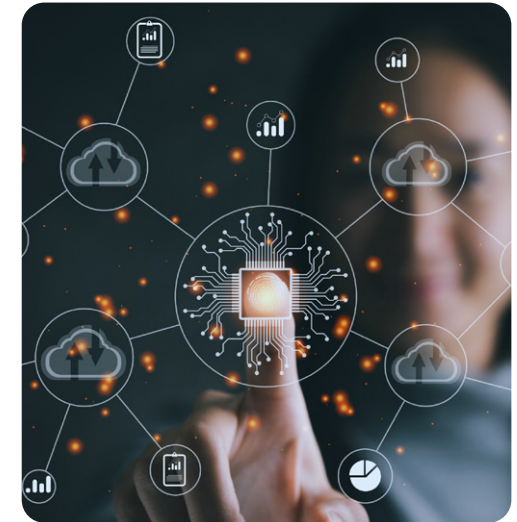
The **Digital Fingerprint Capability (DFC)** continued to progress national rollout to forces, with around 97.5% of forces signed up. The capability delivers real-time fingerprint identification (securely in the cloud), using remote transmission from a crime scene. It is estimated that a minimum of £6.2m per year will be saved through efficiencies and time saved with fingerprint processing and backlogs for investigations. A true demonstration of the value that PDS is delivering to frontline policing.



The Police Digital Service **TecSAFE** team was awarded top honours in the category 'Technology and its use in tackling Violence Against Women and Girls (VAWG)' at the 2024 VAWG and Operation Soteria recognition event.

More than 31,000 vulnerable individuals in the UK have been protected in the past 13 years thanks to a unique technology provided by the Police Digital Service (PDS).

Over its lifetime, TecSAFE has made a real difference for vulnerable people in the UK, and in the past six years, more than 17,500 victims felt threatened enough to activate the service and seek support. TecSAFE can be used to protect victims of various crime types, such as domestic abuse, stalking, harassment, honour-based violence, rape, and serious sexual offences (RASSO).



The Police Digital Service played a key role in supporting delivery of the **National Policing Digital Strategy 2025-2030**.

It is responsible for delivering the digital capabilities commissioned by the Home Office and the NPCC Digital Data and Technology Coordination Committee (DDATCC), via existing national governance arrangements.

The focus of the strategy is based on policing's ambition to embrace digital capability to improve public safety, achieving the Policing Vision 2030 by having the most trusted and engaged policing service in the world, working together to make communities safer and stronger.



Contact us

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