



# STRATEGIC PLAN

2026/27

## EXECUTIVE SUMMARY

The Police Digital Service (PDS) is a confident, capable, and resilient organisation – we exist to serve policing in their unique mission to make communities safer.

Throughout 2025/26, we strengthened our foundations by redefining our strategic intent, improving our end-to-end processes, modernising the business architecture, and embedding consistent service management practices across the entire business. These changes enabled PDS to operate more effectively and deliver trusted, resilient national services in a way that gave renewed confidence to the sector.

Our intent this year is to build on that success, and deliver stronger, system-wide value to better support policing's national ambitions. We intend to deliver trusted, modern, and efficient digital capabilities, and our 2026/27 PDS Strategic Plan sets out how we will achieve this. It describes our priorities and deliverables for the performance year, and explains how we will focus on integration, governance, finance, service management and change functions. We will remain responsive to the growing needs of Police Reform and the National Police Service (NPS), and in the interim, we will demonstrate our commitment to transforming the sector through greater convergence and collaboration with our partners. This Business Plan supports both those objectives.

Additionally, we will evidence prudent financial stewardship. We will accelerate key programmes, notably our AI Strategy and Workforce Plan, ensuring ethical adoption of emerging technologies and the development of digital and AI skills aligned to national frameworks.

We have developed four specific organisational goals that compliment national strategies, including the National Policing Digital Strategy, National Science and Technology Strategy, National Policing Cyber Security Strategy, National Policing Technology Reform Strategy and Roadmap 2035, the Home Office Digital Strategy 2030.

These internal goals are:

- ▶ **National Digital Transformation and Adoption**
- ▶ **Consistent Standards, Interoperability and Re-Use Across Policing**
- ▶ **Secure, Resilient and High-Quality National Services**
- ▶ **Sustainable Capability and Organisational Excellence**

They will allow us to judge and assess our own performance against the needs of the sector.

It is clear that 2026/27 will bring unique and significant challenges to law enforcement and to our digital, data, and technology work on behalf of the sector. The people in PDS are ready to meet those challenges and to serve policing.



**Tony Eastaugh CBE**  
Chief Executive Officer  
Police Digital Service

## STRATEGIC CONTEXT

This Strategic Plan sets out PDS's priorities and deliverables for 2026/27, building on the Reset Programme and the significant progress achieved through the 2025/26 Business Plan. The reset marked a transition from rapid start-up expansion to a more mature and scalable operating model, strengthening organisational foundations by clarifying strategic direction, improving end-to-end processes, modernising business architecture, and embedding consistent service management practices. These developments have enabled PDS to operate cohesively and deliver trusted, resilient national services.

PDS's strategic approach remains firmly aligned with national policing priorities. Our work is guided by a suite of national strategies, including the National Policing Digital Strategy, the National Science and Technology Strategy, the National Policing Cyber Security Strategy, the National Policing Technology Reform Strategy and Roadmap 2035, and the Home Office Digital Strategy 2030, ensuring that PDS's priorities support sector-wide ambitions and adhere to national standards.

At the same time, PDS is preparing for the future NPS, which will introduce a more coordinated, capability-led approach to commissioning and delivery. Through the Police Reform Support Portfolio, PDS has aligned 32 initiatives to improve coherence and maximise impact across policing's transformation agenda.

However, with the scope and timelines of wider Government Reform and NPS still evolving, it is essential that PDS maintains strategic flexibility so plans remain adaptable to multiple potential outcomes, including the possibility that some ambitions may be adjusted as reforms take shape.

Organisational maturity in 2026/27 will be driven by deeper integration across governance, finance, service management and change functions. Indicators of success include reliable performance at scale, clear and transparent decision-making, prioritisation based on evidence and value, responsible financial stewardship, and strengthened public trust.

In parallel with this, PDS will progress critical programmes such as the AI Strategy and Workforce Plan, ensuring the ethical adoption of emerging technologies and the development of digital and AI skills aligned to national frameworks. These efforts will enable PDS to remain responsive to reform priorities, while supporting policing to modernise capabilities and enhance service quality.

With strong foundations, aligned priorities and renewed focus, PDS is well-positioned to deliver measurable system-wide value, contribute to policing's national ambitions, and strengthen public confidence through trusted, modern and efficient digital services.

## NATIONAL STRATEGIES

**Home Office White Paper 'From Local to National: A New Model for Policing'**

**National Policing Digital Strategy**

**National Science and Technology Strategy**

**National Policing Cyber Security Strategy**

**National Policing Technology Reform Strategy and Roadmap 2035**

**Home Office Digital Strategy 2030**

## ABOUT PDS

At PDS our mission is to enhance the efficiency and effectiveness of UK Policing through digital, data and technology. Everything we do is shaped by the needs of policing, and we work on behalf of the sector to ensure that forces have the secure, modern and reliable capabilities they require to protect the public in a digital age.

Our purpose is clear. Working nationally and governed by the sector we serve, we deliver three key services that enable policing to operate with confidence:

- the Digital, Data and Technology capabilities that we design, deliver and run
- the cyber services that protect and prevent, respond, recover and repair
- the expert support that provides policing with the education, advice and innovation needed to keep pace with emerging threats and opportunities.

We achieve this through our unique blend of expertise.

### Policing Knowledge

Our teams include serving and former police officers from all ranks working alongside experienced police staff in key enabling roles. Their insight ensures everything we deliver is grounded in operational reality and meets the needs of frontline policing.

### Technology and Innovation

We draw on the expertise of specialists from the technology industry and private sector. Their knowledge of cutting-edge solutions and best practice helps us bring innovation into policing, ensuring forces have access to world-class digital tools.

### National Collaboration

PDS is a truly national organisation. Our colleagues work across the UK, representing all regions and police forces. Enabled by the very technology we champion, our teams collaborate remotely to deliver programmes and services that transform policing.

Our blend of policing insight, technological innovation, and national collaboration comes to life through the services we provide. These services help law enforcement and partners discover, design, build, assure, run, and protect the digital capabilities that modern policing relies on.

Through our **PDS Service Catalogue**, we make it simple to access these solutions. Every service is aligned to the National Policing Digital Strategy, ensuring we work collectively with forces, partners, and industry to deliver outcomes that improve public safety.



## OUR ACHIEVEMENTS

Over the past year, PDS has moved policing onto a stronger, more modern digital footing. This is helping forces investigate more effectively, strengthen safeguarding, and maintain the resilience of national systems. These advances are already delivering faster justice, enhanced cyber protection, smoother data sharing, and a frontline that is better prepared for today's operational pressures.

Digital investigations have seen a major shift in speed and capability. New automation and triage tools are transforming how forces extract and analyse evidence, reducing processes that once took weeks to only a few days. Investigators now gain rapid access to crucial intelligence, leading to earlier arrests and improved case outcomes. For victims awaiting answers, this provides quicker clarity and more transparent progress during moments of significant vulnerability.

Policing's cyber posture has also been significantly strengthened through the 24/7 vigilance of the National Management Centre (NMC). The NMC now detects, disrupts, and responds to threats at speed, offering expert incident support whenever forces require it. As cyber-attacks continue to grow in scale and sophistication, the NMC has become a central pillar of national resilience.

This year marked a major strategic milestone with the refreshed National Policing Digital Strategy.

It provides a unified and long-term vision built on interoperability, data-driven insight, and user-centred design. The strategy gives policing a clear and coherent roadmap for how technology should evolve to support officers, leaders, and the public.

Safeguarding has been significantly strengthened. Enhanced secure-sharing capabilities now allow sensitive information to move more quickly and consistently between policing and trusted partners. This improvement in multi-agency confidence is already helping to protect vulnerable children and adults more effectively.

Economic-crime capability is undergoing substantial modernisation. New national tools and processes are being developed to equip policing to investigate complex, international, and cryptocurrency-related cases, areas where criminal activity is evolving rapidly. These foundations will strengthen the United Kingdom's ability to combat high-harm financial crime.

Innovation across policing has continued to accelerate. By bringing together forces, national leaders, and industry at the NPCC Innovation and Digital Summit, PDS helped move policing from discussing innovation to delivering it. The Summit created new partnerships, showcased emerging technologies, and enabled a more coordinated and ambitious approach to experimentation and adoption.

PDS has also made important progress in professionalising the digital skills and standards required for the future workforce. New partnerships with professional bodies are establishing the basis for national frameworks, training pathways, and accreditation models. This will build sustainable and long-term digital expertise across the service.

Frontline officers are already experiencing the benefits. Streamlined digital workflows, reduced administrative burden, and improved user experience are freeing up valuable time for officers to focus on protecting the public. These improvements indicate a system that is becoming more efficient, more responsive, and better aligned with modern policing demand.

Together, these achievements demonstrate the scale and momentum of digital capability uplift across policing. As we look ahead to 2026/27, we will continue to build on this progress by expanding digital skills, strengthening national resilience, deepening partnerships, and preparing policing for the opportunities and challenges to come. Our priority remains clear. We will deliver modern, resilient, and user-centred digital capability that supports policing and keeps the public safe.

## 2026/27 BUSINESS GOALS



### NATIONAL DIGITAL TRANSFORMATION AND ADOPTION



### CONSISTENT STANDARDS, INTEROPERABILITY AND RE-USE ACROSS POLICING



### SECURE, RESILIENT AND HIGH-QUALITY NATIONAL SERVICES



### SUSTAINABLE CAPABILITY AND ORGANISATIONAL EXCELLENCE

#### HOW WE PLAN TO ACHIEVE THIS:

By delivering nationally scaled, evidence-led digital capabilities that reduce harm, improve outcomes and remove duplication across policing, ensuring solutions are trusted, adopted and deliver measurable operational benefit.

By driving national, regional and local adoption of common digital standards, architectures and continuously assured capabilities, enabling policing to 'build once, use many', strengthening interoperability at every layer and digital leadership across the system.

By operating secure, resilient, data led and user-centred national digital services, underpinned by appropriate information and cyber assurance, disciplined delivery, and effective managed operations.

By operating as a resilience, high-performing organisation with the skills, governance, enabling functions and delivery discipline required to support policing safely and effectively to 2030 and beyond.

#### WHY THIS MATTERS:

So forces can adopt digital change with confidence and see real, measurable improvements in frontline effectiveness and public outcomes.

So policing reduces fragmentation, improved consistency, accelerates delivery and sustains value for money as services, technology and risk evolve.

So critical national services are trusted, risks are managed by design, and public confidence in digital policing is protected.

So PDS can reliably support policing year-on-year as demand, technology and expectations continue to evolve.

# NATIONAL DIGITAL TRANSFORMATION AND ADOPTION



**How we plan to do this:** by delivering nationally scaled, evidence-led digital capabilities that reduce harm, improve outcomes and remove duplication across policing, ensuring solutions are trusted, adopted and deliver measurable operational benefit.

## We will:

- ✓ Provide clear, accessible routes for forces to understand, request and adopt digital services that free officer time and enhance public safety.
- ✓ Deliver expert consultancy to diagnose challenges and drive digital transformation across policing.
- ✓ Provide rapid access to skilled expertise to support operational needs and accelerate national digital transformation.
- ✓ Support ethical AI adoption and innovation to reduce admin and enhance policing effectiveness.
- ✓ Deliver actionable insights and partnerships to inform decisions and align national priorities.

## How we will know we've been successful:

Forces experience a simpler, more consistent and trusted route into national digital services, leading to faster adoption, reduced officer burden, greater confidence in transformation delivery and the ethical use of emerging technologies. Clear evidence is demonstrated through improved customer satisfaction, increased uptake of national services and measurable positive impact on public safety outcomes.

# CONSISTENT STANDARDS, INTEROPERABILITY AND RE-USE ACROSS POLICING



**How we plan to do this:** by driving national, regional and local adoption of common digital standards, architectures and continuously assured capabilities, enabling policing to 'build once, use many', strengthening interoperability at every layer and digital leadership across the system.

## We will:

- ✓ Establish a partnership-based account management model to drive adoption of national managed services under agreed service level agreements.
- ✓ Deliver unified service management with consistent design and transition processes.
- ✓ Provide accurate reporting and a single source of truth for configuration, risk and performance.

## How we will know we've been successful:

Forces experience a seamless, consistent and reliable national managed service offer, supported by strong partnerships, clear accountability and standardised processes. Adoption of national services increases, service performance consistently meets agreed SLAs, and confidence grows in the organisation's ability to manage risk, configuration and continuity through a single, trusted source of truth. The unified service management model enables predictable delivery, faster transitions and measurable improvements in operational resilience.

# SECURE, RESILIENT AND HIGH-QUALITY NATIONAL SERVICES



**How we plan to do this:** by operating secure, resilient, data led and user-centred national digital services, underpinned by appropriate information and cyber assurance, disciplined delivery, and effective managed operations.

## We will:

- ✓ Deliver strong cybersecurity and compliance to protect policing's digital assets.
- ✓ Provide resilient hosting and disaster recovery for uninterrupted national services.
- ✓ Use predictive monitoring to detect and resolve incidents faster.
- ✓ Operate a single 24/7 operations hub for streamlined incident management.
- ✓ Enable secure, automated development and deployment for faster delivery.
- ✓ Drive cost control and continuous improvement to reduce recurring issues.

## How we will know we've been successful:

Policing benefits from a secure, resilient and continuously available national technology environment, protected by strong cyber controls and predictive monitoring. Incidents are identified and resolved quickly through unified operations, enabling uninterrupted access to critical services. Streamlined automation and proactive improvement reduce recurring issues, strengthen stability and support faster, safer delivery of digital capabilities.

# SUSTAINABLE CAPABILITY AND ORGANISATIONAL EXCELLENCE



**How we plan to do this:** by operating as a resilience, high-performing organisation with the skills, governance, enabling functions and delivery discipline required to support policing safely and effectively to 2030 and beyond.

## We will:

- ✓ Build a skilled, engaged workforce through clear capability frameworks, role pathways and continuous development.
- ✓ Apply consistent, proportionate governance and assurance across the organisation to enable accountable, outcome-focused delivery.
- ✓ Provide standardised tools, guidance and dashboards aligned to national frameworks to improve consistency of adoption and decision-making.
- ✓ Stabilise and improve delivery across services, products and change through proactive planning, transparent oversight and rapid intervention.
- ✓ Align operating models, governance and workforce strategies for future readiness and national transitions.
- ✓ Strengthen our corporate services capabilities to enable faster, more informed decision-making and deliver greater efficiency.

## How we will know we've been successful:

PDS operates as a skilled, mature and nationally aligned organisation, with strong governance, clear capability pathways and consistent tools that enable confident decision-making, stable delivery and greater value for policing.

# DELIVERY, PERFORMANCE AND MONITORING PROGRESS

This Strategic Plan sets out PDS's approach to delivering national digital, data and technology services over the next 12 months, aligned to our vision and the priorities defined by national policing strategies. It ensures we achieve our objectives as a trusted national delivery partner and respond to the wider reform agenda.

Delivering this ambition depends on our staff. The skills, professionalism and commitment of our workforce enable PDS to provide the high-quality services that policing relies on. Our staff bring deep expertise across technology, cyber security, data, product development, programme delivery,

commercial practice, operational policing insight and corporate support. This blend of talent reflects the strengths we value as an organisation and underpins the trust placed in PDS across the policing system.

As PDS matures and moves further into its scale-up phase, our staff remain central to delivering national impact. Consistent with our values, we are committed to creating an environment where our staff can do their best work and feel part of a shared mission. This includes a strong emphasis on wellbeing, inclusion and professional development, ensuring our teams are supported, diverse and digitally confident. Initiatives such as career pathways, structured

development programmes and our focus on equality and inclusion help us build capability and resilience, while contributing to policing's wider ambition for a future-ready workforce

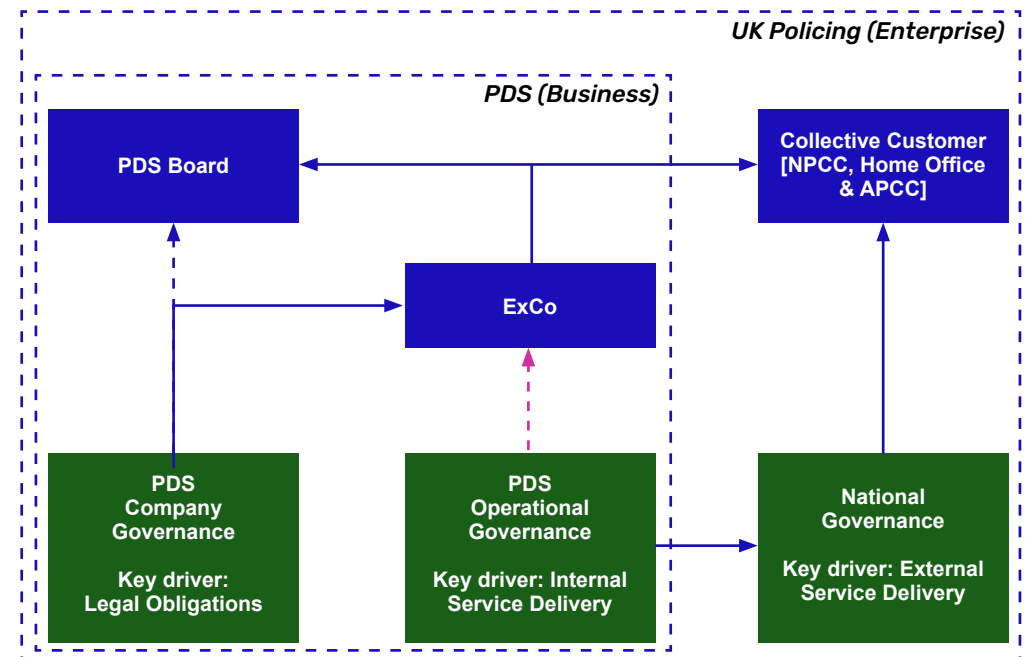
Each strategic goal in this plan is supported by a detailed transformation and improvement roadmap, with clear accountability assigned to senior leaders. Directorate plans will define key activities, milestones, resources and budgets, communicated through a concise 'Plan on a Page'. These plans will be reviewed quarterly as part of our business planning process to maintain alignment with national priorities and adapt to emerging needs.

## GOVERNANCE

The PDS Governance System is being redesigned to ensure rigorous strategic alignment, strengthened assurance and effective delivery of the Strategic Plan. The revised model establishes a coherent, transparent and accountable framework that clearly connects organisational intent with operational execution.

The governance framework is underpinned by eight core principles that collectively reinforce how PDS leads, decides and delivers. These principles ensure clarity of purpose, strong and diverse leadership, consistent and transparent decision-making, robust performance oversight, strengthened accountability, adherence to legal and ethical standards, and the routine use of high-quality information to inform decisions at all levels.

This enhanced model provides a disciplined and outcomes-focused governance environment, ensuring PDS remains strategically aligned, operationally resilient and fully equipped to deliver the ambitions of the Strategic Plan.



## CONCLUSION

Delivering the priorities set out in this Strategic Plan depends on strong collaboration and interdependencies across policing, government, industry and academia. PDS's success is not only defined by what we deliver, but by how we align with and enable the wider policing system. By providing scalable, interoperable national services and reducing duplication, we will help policing achieve greater efficiency and coherence, ensuring resources are focused where they add the most value.

As PDS enters 2026/2027 as a maturing national organisation with a stronger foundation and clearer mandate, the year ahead represents an opportunity to scale delivery, deepen adoption of national services, and strengthen the digital infrastructure that underpins operational policing and public trust. Our ambition is supported by national strategies and shaped by partnerships across the policing ecosystem, ensuring alignment with reform priorities and readiness for the future NPS.

We recognise that delivering this ambition requires careful management of strategic risks, including financial sustainability, attracting and retaining specialist talent, keeping pace with technology change, and ensuring robust governance and alignment with key partners. These risks are actively monitored and mitigated through our governance framework, enabling PDS to remain resilient, agile and focused on delivering measurable value for UK law enforcement and the public we collectively serve. Now is the time to act.

By working together, our governing body providing clear direction, our partners bringing innovation and expertise, and our staff driving delivery with commitment and skill, we can turn this plan into real-world impact. Every one of us has a role to play in shaping a modern, digitally enabled policing system that delivers greater efficiency, stronger resilience, and enhanced public trust. Let's seize this opportunity to lead the transformation and make 2026/2027 a defining year for policing's digital future.



## Contact us

Police Digital Service

Cotton Works, Eckersley Mill 1, Swan Meadow Road, Wigan WN3 5BE

[www.pds.police.uk](http://www.pds.police.uk)

