

Digital Reimagined



Digital, Data and Technology Strategy
2025-2028



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA

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Foreword from Chief Constable

I want policing in Scotland to deliver more effectively and efficiently for our communities.

Lawful, ethical, and proportionate use of developments in digital, data, and technology can enable our frontline and our partners to achieve better outcomes for the public, at better value to the public purse.



We have a positive duty to seize opportunities to make it easier for people to contact us, use technologies to investigate criminality, to identify and safeguard victims and bring offenders to justice, and to make best use of data to solve problems and prevent crime.

We can maximise these benefits by working with partners, and Police Scotland has a unique vantage point between UK policing, the Scottish criminal justice system, and the wider public sector in Scotland.

Since police reform in 2013, huge progress has been made to consolidate, integrate, and update legacy systems to develop and embed a single national crime system and a shared network across the Service.

We are closely aligned with developments at UK level including around the Law Enforcement Data Service to replace the Police National Computer and the Emergency Services Mobile Communications Programme to provide secure, high-quality communications across emergency services.

In recent years, Police Scotland has demonstrated improvement across the criminal justice system in Scotland through the implementation of the digital evidence sharing capability and the wide roll-out of body worn video.

A more efficient criminal justice system can deliver quicker and better outcomes for victims, improving the flow of information after someone has reported a crime, and reduce further trauma.

Along with improved working practices, this can minimise court hearings where victims, witnesses, and police are cited but aren't required, saving public money and releasing officer time to support their wellbeing and serve communities.

At the same time, we must continually strengthen our own resilience against cyber-attacks and continue to invest in the workforce and skills to maintain and accelerate improvements.

Our experience has helped us develop the partnerships, and ethical frameworks to deliver further change which ensures we realise our vision of safer communities, less crime, supported victims, and a thriving workforce.

I have huge ambition and optimism for Police Scotland to continue to develop our public digital contact options, automate processes to improve efficiency inside our organisation, across the criminal justice system, and with partners in Scotland and the UK.

This strategy outlines how we will achieve that in a rapidly changing field, which engages issues of privacy and proportionality, in a way which matches our values and supports public confidence and trust in policing.

Message from the Chief Digital Information Officer



In an era of fast-moving technological advancement and evolving public expectations, the role of digital and data within policing has never been more critical.

Our last Digital Strategy focused on moving from 'Doing Digital to Being Digital' – Recognising the evolving role that Digital, Data and Technology have within an organisation.

Digital Reimagined – a strategy to enable vision 2030. This sets out our renewed vision for harnessing technology and information to enhance operational effectiveness, improve public trust and support our workforce in delivering outstanding policing services.

This refreshed strategy aligns closely with the **National Policing Digital Strategy 2025** and **National Police Chief's Council – Policing's Problem Book** which sets out a shared vision for UK policing to become more digitally enabled, interoperable and

citizen-focused. We are proud to contribute to this national ambition by embedding its principles into our local delivery - ensuring our digital investments support operational effectiveness, ethical data use and public trust.

The Scottish Government has recently published a revised Digital Strategy – **Realising Scotland's Full Potential in a Digital World** – and this sets out plans for placing digital at the heart of everything that it does. The PSos refreshed strategy aligns with the broader ambition and specific actions for the public sector in Scotland.

By 2030 Police Scotland aims to provide a policing service that is modern, sustainable and trusted by every community in Scotland. Our communities rightly expect a police service that is agile, transparent and responsive. To meet these expectations, we must ensure that our digital infrastructure is resilient, our data is trusted and accessible, and our systems are designed around the needs of both officers and the public. This strategy builds on the foundations laid in previous years, aligning with national policing priorities and local strategic objectives, while embracing innovation and emerging capabilities.

Key to this refresh is a renewed commitment to ethical data use, robust governance, and inclusive design. We are investing in smarter platforms, strengthening our cybersecurity posture, enabling data-driven decision-making across all levels of the organisation.

This refreshed strategy recognises the progress made in delivering and implementing new digital and data capabilities since 2023. More importantly, it provides an updated roadmap for delivery aligned to Vision 2030 and the organisation's medium-term business planning horizon through to the end of 2028. Some of our DDaT successes since 2023 are listed below:

- Core Operational Systems - National Crime and Case.
- National roll-out of Digital Evidence Sharing Capability (DESC).
- National roll-out of Body Worn Video (BWV).
- Event Management – COP26, Operations Unicorn, Roll and Oclate.
- Creation of golden nominal records.
- Supporting delivery of efficiencies through process automation.

- Increased resilience in keeping the organisation safe from cyber threats.

Police Scotland is committed to maintaining a proactive approach to partnership working and collaboration across the justice system, as well as the wider public and private sectors. In support of this, our Digital Strategy and Transformation programme remains focused on delivering end-to-end service design and developing, enhancing, and sustaining national capabilities in secure and scalable ways.

As we modernise our estate, we recognise that physical infrastructure and digital capability must evolve in tandem to meet the demands of a dynamic, connected and sustainable future.

This alignment is not simply about upgrading buildings or deploying new technologies - it is about reimagining how people interact with space, data and each other.

We will relentlessly pursue the design, development and implementation of technology enabled change across the Organisation, and our flagship programmes will focus on delivering new and innovative solutions to prevent and detect crime, replacing our Contact, Command and Control CAD systems and introducing a new Eco-System of enabling systems across our corporate and support functions. To support these initiatives, we must adapt our delivery model, introduce new capabilities and become more product centric, therefore our proposals for a new DDaT Operating Model will be critical.

This document outlines the strategic pillars and key enablers that will guide our transformation journey over the next three years. It is not just a technology roadmap - it is a strategic blueprint for cultural change, operational excellence and digital leadership in modern policing. We will continue to work in partnership with national bodies, local stakeholders and our communities to ensure our digital and data capabilities are secure, inclusive and future-ready.

Call to Action

“To all our officers and staff: your insight, innovation and commitment are vital to the success of this strategy. We encourage you to engage with the opportunities it presents whether by adopting new tools, contributing to data-driven initiatives, or helping shape the future of digital policing”.

Together, we will build a digitally confident service for the communities and people of Scotland that is fit for the future, trusted by the people we serve and equipped to meet the challenges of today and tomorrow.

Andrew Hendry
Chief Digital Information Officer



Aligning the Digital Strategy to Vision 2030



Police Scotland's Vision 2030 sets a clear, shared ambition for the organisation and guides strategic decisions on investment and priorities.

The refreshed Digital Strategy is pivotal to achieving this. The ambitions set out in this Strategy extend beyond the first business plan cycle and continue through to 2028.

The Digital Strategy will embed technology, data and innovation across all aspects of policing.

This approach underpins the delivery of Vision 2030 by modernising systems, enabling data-driven decision-making and improving operational efficiency. The Digital Division ensures that digital capability is not an add-on but the foundation for frontline policing and community engagement.

Operation Evolve provides the overarching programme for Vision 2030 and the Digital Strategy refresh aligns fully with this, driving progress on key priorities such as:

- **Frontline Policing and Communities:** Police Scotland is committed to ensuring every community has identifiable local officers. This involves increasing the capacity of local teams and emphasising prevention and problem-solving at the community level.
- **Victim Support:** The vision is to ensure victims are fully heard and supported, with a service that is more tailored to their needs through a trauma-informed approach.
- **Workforce Modernisation:** The strategy aims to create a more inclusive, anti-racist and anti-discriminatory organisation. It focuses on improving employee welfare and wellbeing and empowering a diverse workforce with better training and development. This includes continuing to develop a balanced workforce model that makes best use of officers' operational powers and police staff's specialist expertise.
- **Operational Efficiency:** The plan seeks to make the service more efficient and productive to deliver value for money and invest more in frontline policing. This involves a strategic review of police estates (buildings) and an effort to become a more data-driven organisation.
- **Technology, Data and Innovation:** The strategy places a significant focus on technology and data to improve efficiency, tackle emerging threats like cybercrime and modernise the force. The goal is to move from "doing digital" to "being digital".

Chief Constable Farrell stated:

"Our vision and values set the guiding principles and ambitions for policing, and our business plan details the steps we are taking to deliver for our communities and our workforce, relentlessly prioritising frontline services.

This is a positive and ambitious vision and plan for policing and, while we outline the milestones taking us to 2027, our approach will remain flexible and subject to funding.

I want the force to be the most digitally enabled police force in Europe, using technical capabilities to improve both efficiency and effectiveness".

Digital Ambition

Digital at the heart of policing transformation

Police Scotland's Digital Strategy marks the beginning of a new era - one defined by innovation and opportunity. Following a period of consolidation and the successful delivery of core platforms, the organisation is now equipped to pursue **new and innovative solutions to prevent and detect crime**. This next phase will focus on deploying advanced digital tools that enhance investigative capabilities, support proactive policing and strengthen our ability to respond to emerging threats.

Digital reimaged will be central to maximising officer and staff efficiency. The strategy challenges the whole organisation to think beyond traditional technology offerings and seek new solutions and ambitions in keeping with the transformative digital age we operate within. By modernising workflows, automating routine tasks and integrating data-driven technologies, we aim to free up frontline resources and improve decision-making across the organisation. These improvements will not only deliver measurable productivity gains but also enable officers to spend more time engaging with communities and tackling crime.

As public expectations evolve, so must our approach to engagement. The strategy will **transform the citizen experience** by expanding digital channels, improving accessibility and ensuring services are responsive to the needs of a digitally enabled society.

Organisations across the public sector must also evolve to recognise the interdependencies and partnerships required to tackle wicked societal problems that ultimately draw policing in at a point of crisis or high harm. Police Scotland must **play a leading role in championing public sector digital collaboration** to focus on prevention to deliver multi-agency data research, analysis and intervention.

This Digital Strategy must respond to the internal and external expectations of a modern police force, in a digital age, with the new frontiers of artificial intelligence and cyber capabilities. It represents a proactive and assertive vision of digital capabilities at the heart of policing innovation and organisational performance.



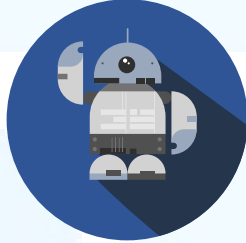
Our Digital Data and Technology Ambitions, Enablers and Principles

Our DDaT strategy will support the delivery of Vision 2030 outcomes through:

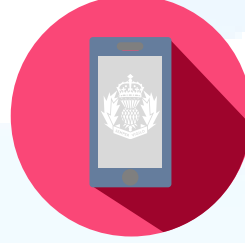
Our Strategic Ambitions



New and Innovative Solutions to Prevent and Detect Crime



Digital Reimagination to Maximise Officer and Staff Efficiency

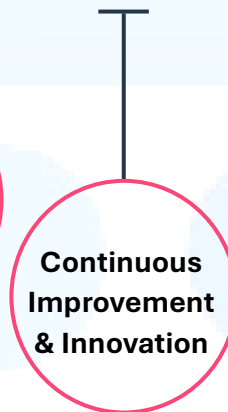
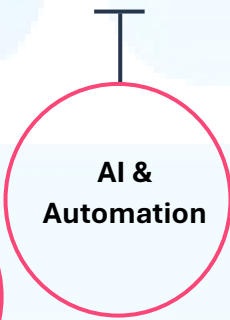
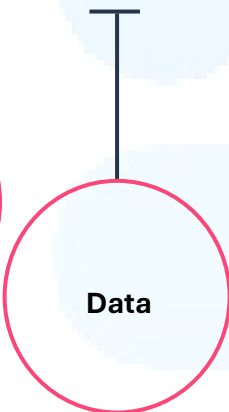


Reform the Citizen Experience and Engagement



Enhance multi-agency collaboration and partnerships

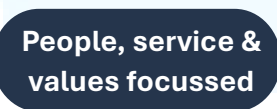
Our Strategic Enablers



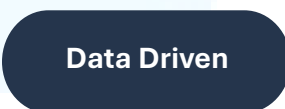
Our Design Principles



Deliver enterprise architecture, to enable secure, integrated and resilient solutions



Be people and service focused, with our values and accessibility at the heart of the design to build trust and confidence of our communities



Be informed by data insights and promote evidence-based decision making at all levels of the organisation



Deliver sustainable solutions, which consider environmental impact and prioritise investment by balancing cost, quality and risk



Innovate with adaptable technology to remain prepared and agile to future challenges and trends

Our Strategic Ambitions

New and Innovative Solutions to Prevent and Detect Crime

Police Scotland must evolve beyond the modernisation and consolidation of operational systems to embrace a new generation of digital capabilities that directly enhance operational capabilities to prevent and detect crime. This ambition focuses on developing innovative solutions that tackle high harm, support complex digitally enabled investigations and unlock greater access to data and insights.



How we will impact Policing

- Provide officers and analysts with new digital solutions to identify, investigate and disrupt new digitally enabled organised crime and terrorist activity.
- Respond to the rising volume of complex investigations by providing a suite of capabilities to gather, consolidate, analyse and report on digital evidence.
- Greater access to data to support local policing identify and respond to vulnerability, criminality and local trends.



How this will be delivered

- New capabilities: Invest and develop new covert and overt solutions to respond to changing use of technology by organised crime groups and digital skills to safeguard the vulnerable and target perpetrators online.
- Innovation: Deliver industry leading innovation through the exploration of emerging technologies and artificial intelligence to identify new methodologies to prevent, detect and investigate crime.
- Access to connected data: Fully utilise our data assets to drive organisational performance by breaking down data silos and providing easy access to linked data within all business functions.



How our success will be measured

- Increased detection and prosecution of crime utilising complex digital tooling.
- Reduction in time spent in investigations.
- New insights generated by analysts leading to new strategies and operational action.

Digital Reimagination to Maximise Officer and Staff Efficiency

This ambition calls for a complete reimagining of how officers and staff work, powered by digital transformation. Technology has the power to now move beyond incremental improvements or digitising existing processes and instead introduce entirely new ways of working. Priority will be given to critical but inefficient processes that impact operational officer, staff and resource intensive corporate functions. Digital Reimagined unlocks Police Scotland's potential to thrive whilst managing budget and resources efficiently.



How we will impact Policing

- Enhanced productivity and workforce capacity by reducing manual processes and duplication.
- A modern and flexible working environment within our estates and mobile deployments, providing access to cutting-edge hardware and software solutions.
- A more efficient and automated flow of data across the organisation through connected systems, reducing double-keying and potential for input errors.



How this will be delivered

- Process Optimisation and Reinvention: Use of new and emerging technology such as robotic process automation, low-code/no-code applications and artificial intelligence to reduce manual processes and enable the digitising of operational and corporate functions.
- Estates modernisation and mobility: Support the organisation's Estate and People Strategies by introducing new technology solutions to allow officers and staff to maximise their productivity and capability within and outwith police buildings.
- Demand and Productivity Insights: Provide the data to support a greater understanding of how police resources are deployed and utilised.



How our success will be measured

- Increased productivity through quantifiable reduction in time spent on administrative tasks.
- Increased use and satisfaction with digital tools measured through regular surveys and engagement.
- Increased operational efficiency demonstrated through improvements in case handling times, data accuracy, and resource deployment.
- Increased proportion of officers and staff able to work effectively from remote or flexible locations.

Reform the Citizen Experience and Engagement

This ambition focuses on rethinking how people engage with policing; not only in improving traditional communication channels but recognising and responding to the digital environment that communities operate within, and Police Scotland must respond to. The experience and engagement with a citizen must be considered beyond the initial contact in seeking advice or reporting a crime, it extends throughout the journey of a victim, witnesses, or accused. Digital solutions must be considered across all interactions to support the delivery of new and reformed services that align to the organisation's values.



How we will impact Policing

- Citizens can seek information, support and report incidents in a manner that suits them.
- Reduce demand on service centre operators by redirecting or responding to queries automatically.
- Improved support for victims through better digital services and access to investigation progress updates.
- Modern and efficient Custody environment, supporting officers and staff in the wellbeing of detainees.



How this will be delivered

- Digital Channel Expansion: Develop and deploy new digital contact platforms to provide multiple options for public engagement from initial point of contact through their journey with Police Scotland.
- Custody Transformation: Support the modernisation of the custody experience for officer, staff and the public to ensure detainees are allocated, processed, monitored and released in an efficient manner.
- Data Informed service: Augment live incidents with relevant operational data to ensure advice, direction and response is tailored to citizens' needs.



How our success will be measured

- Increased use of digital channels for public contact and engagement.
- Reduction in contacts managed by service centre operatives.
- Reduction in manual officer observation within Custody Suites.
- Increased availability of operational data at key decision points.

Enhance multi-agency collaboration and partnerships

The most complex societal challenges, often described as ‘wicked problems’, cannot be solved in isolation by a single agency. These issues frequently escalate to a point where policing becomes involved during moments of crisis or high harm. This ambition places prevention at the heart of digital collaboration across the public sector, with Police Scotland leading multi-agency efforts to share data, conduct research and apply analysis to enable early intervention. Achieving this requires new ways of working: linking data, identifying risk factors and informing partners’ strategies to understand the complex needs of citizens as they interact with public services. Alongside strengthening public sector collaboration, we will deepen partnerships across UK and international policing. This will ensure data, intelligence, best practice and skills are shared effectively, supporting both preventative and operational outcomes.



How we will impact Policing

- Tailored support & assistance for the public at a community level, finding best help at the earliest opportunity, by the most appropriate agency.
- Focus on problem solving, proactivity and prevention - better insights that will inform strategies and interventions in Violence Against Women and Girls (VAWG), anti-social behaviour, youth violence, reoffending, vulnerability and harm.
- Better co-ordination across the public sector and UK policing to identify and intervene with high-risk individuals.



How this will be delivered

- Common Data Platform: Through the work of the Prevention Hub, bring together and link person-centric datasets from across the public sector including policing, health and local authorities to identify risk factors.
- Emergency Services and Criminal Justice Collaboration: Identify opportunities to share services, best practice and data to improve service delivery.
- Supporting and delivering national programmes: Collaboration with NPCC, Home Office and PDS to roll out key cross-boundary technologies.



How our success will be measured

- Reduction in demand on Police Scotland through preventative action/intervention.
- New capabilities for early intervention based on cross agency data.
- Reduction in preventable incidents of trauma and vulnerability.
- Increased productivity through national technologies available to Police Scotland officers and staff.

Our DDaT Strategic Enablers



Data

What is this?	Why is this important?	What will this enable?
This strategic enabler aims to advance and strengthen the management and governance services around our data assets to deliver: • Data Foundations Understanding what data we have, where it is and ensuring the quality is fit for purpose • Data Provisioning Providing easy access to a single view of linked data • Data Exploitation The ethical use of data to solve operational problems.	Data is the lifeblood of policing, a hugely important asset to Police Scotland. Like all assets, they must be maintained and utilised to realise its true value. Ethical use of data is recognised across all industries as a strategic enabler that is core to organisations achieving their primary ambitions. Guidelines on Data Protection Impact Assessments, Sovereignty and Security are necessary to reassure the public.	Efficient and timely access to data to inform operational decision making: • New insights and innovative solutions that will direct operational activity • Public confidence and legal compliance in data-driven solutions.



Continuous Evolution and Innovation

What is this?	Why is this important?	What will this enable?
The threat landscape, public expectations and technology capabilities are constantly evolving. Static systems and rigid processes cannot keep pace with emerging challenges such as cybercrime, digital evidence handling, or mobile-first engagement. Product centric and innovation teams will support and deliver continuous evolution and innovation of our solutions.	A culture of continuous innovation enables: • Agility in responding to new threats and opportunities • Scalability of digital services across forces • Sustainability of transformation through iterative improvement and experimentation (e.g., sandboxing new tech).	Use of drone technology for crowd monitoring during large public events. Initial trials may focus on safety and logistics, but continuous innovation could expand use to: • Search and rescue operations • Real-time traffic incident response • Environmental crime monitoring.



Cyber Resilience

What is this?	Why is this important?	What will this enable?
Policing organisations are high value targets for cyber-attacks due to the nature of their data and operations. Disruption to digital systems can have serious consequences for public safety and operational continuity.	Cyber resilience is foundational to: - Operational continuity during incidents - Protection of sensitive data and evidence - Compliance with national cybersecurity frameworks (e.g., NCSC guidance) - Trustworthiness of digital platforms used by officers and the public.	Stronger business resilience reducing operational risk and minimising disruption from cyber incidents: - adherence to industry standards and legal obligations, avoiding penalties and reputational damage - cyber awareness across the workforce reducing human error (the leading cause of breaches), strengthening overall organisational security posture - allow us to continue to employ a range of tools and techniques to support our 'defence in depth' principles.



Digital Skills

What is this?	Why is this important?	What will this enable?
Frontline officers, analysts and support staff increasingly rely on digital tools - from mobile apps to data dashboards. Without the right skills, technology adoption stalls and risks increase.	Investing in digital skills ensures: - Effective use of digital tools and platforms - Empowerment of staff to innovate and adapt - Reduction in digital friction and support overhead - Alignment with UK-wide DDaT capability frameworks.	Training officers and staff in the safe use of technology, systems and data to drive efficiency and productivity across the organisation. This includes: - Digital forensics and evidence handling protocols - Use of secure communication apps - Basic data literacy for interpreting dashboards - Upskilling officers and staff to support new and emerging technologies around Automation and AI.



AI and Automation

What is this?	Why is this important?	What will this enable?
AI and automation offer transformative potential in areas like incident triage, digital forensics and administrative processing. However, their scalability and deployment must be carefully managed to mitigate ethical and operational issues. AI and automation are about freeing officer and staff time rather than as a replacement for human interactions or presence.	AI and automation support: • Efficiency gains in repetitive or data-heavy tasks • Enhanced decision support for officers and analysts • Scalable intelligence in areas like threat detection or resource planning • Innovation in public engagement and service delivery.	Automated triage of 101 and 999 calls using natural language processing to categorise urgency and route to appropriate response teams. Other use cases: • Automated transcription of interviews • Predictive analytics for resource deployment. Ethical assessment and approval of AI-based solutions prior to introduction through our Rights Based Approach. Public confidence and legal compliance in AI-based solutions.



Investment and Prioritisation

What is this?	Why is this important?	What will this enable?
Resources are finite, and digital initiatives must compete with other operational priorities. Without clear investment strategies and prioritisation frameworks, transformation efforts risk fragmentation or under-delivery. Combining technology and policing roadmaps to ensure focus on Vision 2030 objectives and proactively seeking opportunities to improve the financial landscape.	Strategic investment and prioritisation ensure: • Alignment with Vision 2030 organisational goals and public safety outcomes • Value for money and measurable ROI • Focus on high-impact initiatives (e.g., national platforms, interoperability) • Resilience in funding models across budget cycles.	Prioritising investment in a national digital evidence management system over bespoke local solutions. This involves: • Business case development • Benefits realisation planning • Cross-force collaboration for funding.

Delivery Model

Our Digital, Data, CI and Innovation team provide service, support and deliver new solutions across Police Scotland, Forensics Services and SPA. Policing in Scotland benefits from a highly skilled and professional team, our service is shaped and strengthened by the people who deliver it and they are the foundation of our success. As we move into the next stages of policing reform in Scotland, we are increasingly at the heart of policing, enabling operational improvement and creating high quality experiences for officers, staff and the public.

A reimagined delivery model is essential to enabling the right environment & skills, to ensure our people thrive and deliver the benefits of Vision 2030 and ensure consistency, efficiency and strategic alignment.

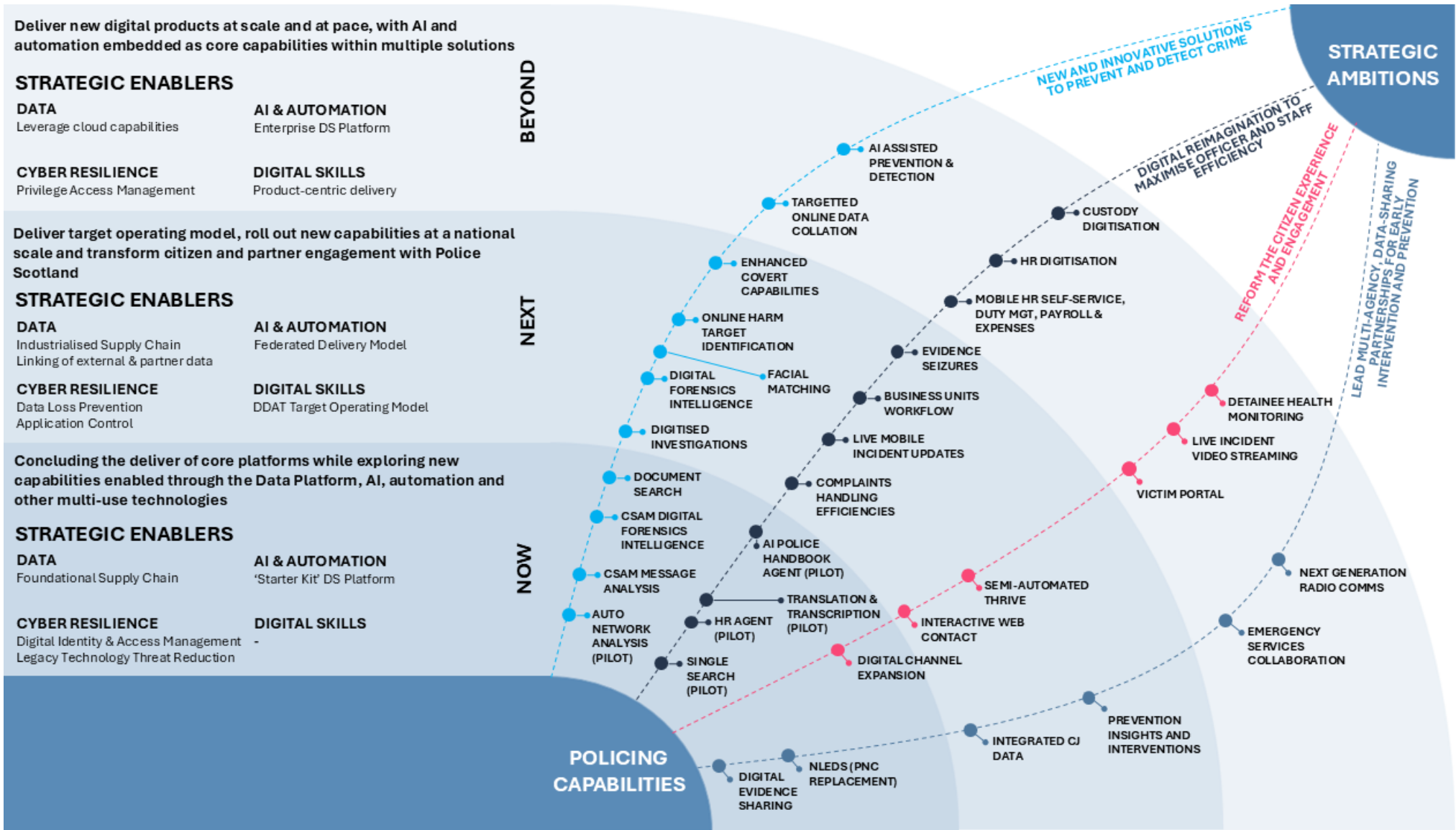


New Target Operating Model

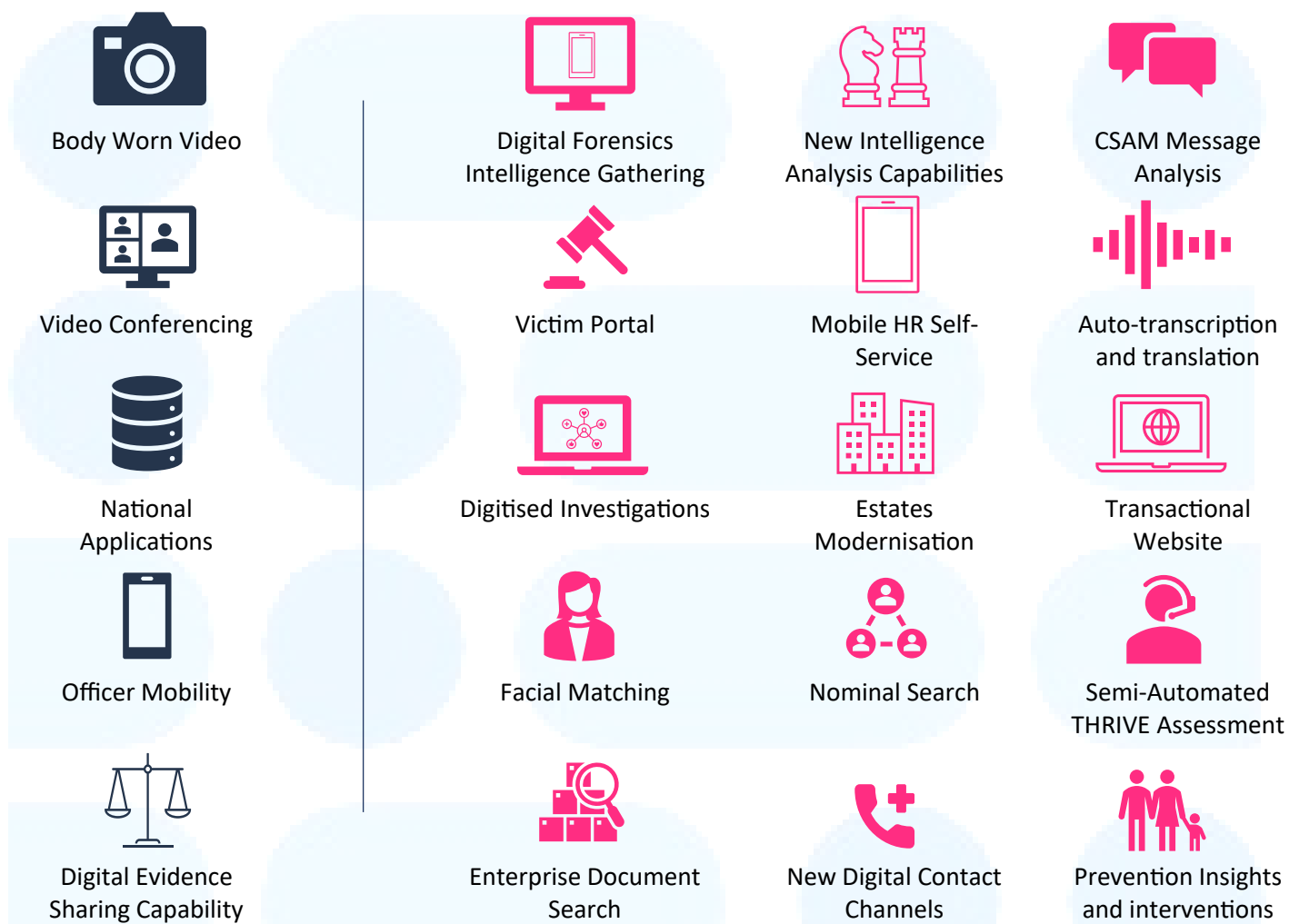
What is this?	Why is this important?	What will this enable?
To support the delivery of the Digital Strategy and deliver value at pace and scale we will: • implement a new Operating model across Digital, Data and Technology supporting new and enhanced capabilities • introduce focus on innovation and continuous improvement, enhancing product delivery • introduce improved demand and capacity management • integrate Digital and Data with increased focus on Data Science and Data Science practice.	The importance of having a fit for purpose and sustainable digital division, with the correct skills, organised in the correct way, has been brought into sharper focus with the publication of Police Scotland's 2030 Vision and supporting 3-year plan. The realisation of the ambitions set out in both the vision and the 3-year plan will be dependent on successful delivery of technology and people transformation.	Strategic Alignment with operational Goals and Vision 2030: • Increased agility, innovation, continuous improvement and reliability • Accelerated value delivery and improved compliance • Supporting early careers workforce model and skills fit for the future • Smarter decisions and deliver better outcomes for the public through use of data.



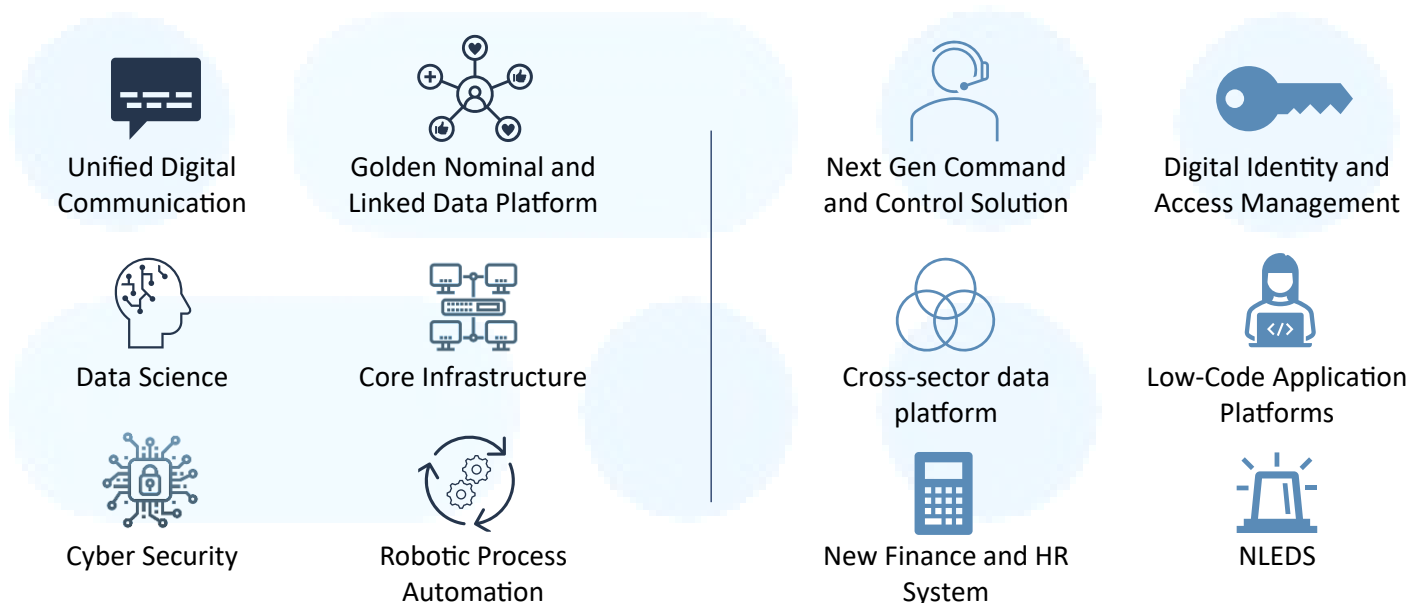
Digital Strategy Roadmap



Digital Capabilities delivered... and envisioned through this strategy



Digital Enablers delivered... and envisioned through this strategy



Investment

The Digital Strategy published in 2023 estimated that £380 million of investment would be required between 2023/24 and 2027/28. This figure, set out in an overarching Outline Business Case, was based on Rough Order of Magnitude (ROM) estimates and assumptions regarding sequencing and requirements.

To date, digital investment has enabled us to deliver £114 million of the estimated £228 million required for the period 2023/24 to 2025/26. This investment has supported key technology successes, including maintaining a secure and resilient infrastructure and supporting critical services and applications used daily by our officers and staff. However, during this period, significant technology investment has been deferred, including Command and Control Solution Replacement and the procurement of the Enabling Policing of the Future (Core Ecosystem). These two programmes will enter their respective formal procurement phases in 26/27 and 27/28 and represent significant investment, opportunity cost and risk for the Organisation. They also however offer substantial new capabilities and efficiency opportunities.



Key Priorities for the Strategy and broader Vision 2030

Key priorities for 2026/27 include:

- Ongoing rollout of Body Worn Video.
- Further improvements to our Core Operating Systems, Criminal History and National Intelligence databases.
- Continued modernisation of our Contact systems to provide a more responsive and user-focused service, including self-service options.
- Continued investment in AI-driven automation to eliminate duplication and improve processes
- Maximising the use and value of data and data insights.

We also anticipate ongoing support from the Scottish Government to fund the rollout of the Emergency Services Mobile Communications Programme (ESMCP), which will replace the existing Airwave network with a new mobile network providing secure voice and broadband data services to emergency services.

The changing nature of technology is impacting the type of investment required, with trends towards Software as a Service (SaaS) and cloud-based solutions resulting in decreased capital expenditure (Capex) requirements and increased operational expenditure (Opex) requirements.

To ensure that the policing model and Vision 2030 are delivered, we must continue to unlock the value of digital data and enabling technology, while maintaining public trust and confidence in their ethical and responsible use.

Over the last decade, digital technology and data have become integral to policing's ability to deliver an effective and efficient service. The service must continue to rely on data and technology to transform our ability to capture evidence and protect the public.

The need for prioritised investment in digital, data and technology continues to grow. Alongside this, we must find effective mechanisms to prioritise and manage demand. To deliver ongoing value for money, we must create opportunities for greater collaboration between police, partners and industry, learning lessons and taking action where necessary.

The policing landscape will continue to evolve. Police reform creates the opportunity for a national policing organisation focused on providing digital capabilities that are effective and efficient at serving the sector's

data and technology needs, guided by the National Police Chiefs' Council (NPCC) Science and Technology and Digital strategies.

Our digital ambitions, enabling pillars and underpinning priorities are clearly defined and designed to be used by the sector, informing decisions at every level across policing. This strategy provides a clear summary of our digital ambition and aspiration – our roadmap and what we intend to achieve by 2030.

Sustained investment will be required to realise the full benefits of Vision 2030. The period to 2028 will focus on scaling successful capabilities, embedding artificial intelligence and automation, modernising core operational platforms, and strengthening collaborative services across the public sector.



Funding Principles and Governance

To ensure transparency and accountability in the use of public funds, all digital investment decisions will be subject to robust governance processes. This includes:

- Alignment with national and local policing priorities.
- Regular review and challenge of business cases to ensure value for money.
- Ongoing monitoring of benefits realisation and risk management.
- Engagement with external auditors and stakeholders to provide assurance.

We will also seek to diversify funding sources where appropriate, including exploring opportunities for joint investment with other emergency services, public sector partners and industry.

While the roadmap highlights current programmes and priorities, it should be viewed as a living plan. Emerging technology, legislative change, operational demands and opportunities for innovation will continue to shape delivery through to 2028 and beyond.



Investment in Skills and Capability

Recognising that technology alone cannot deliver transformation, we will invest in developing the digital skills and capabilities of our workforce. This includes:

- Ongoing training and professional development in digital, data and technology.
- Supporting staff and officers to adapt to new ways of working.
- Promoting a culture of innovation and continuous improvement.
- Countering skills atrophy as a result of automation and AI.



Links to Government Guidance

For further information on public sector investment and digital transformation, please refer to:

- HM Treasury Green Book: Central Government Guidance on Appraisal and Evaluation [HM Treasury Green Book](#)
- National Police Chiefs' Council (NPCC) Digital Policing Strategy [NPCC Digital Policing Strategy 2025-2030](#)

Future Vision #1

This scenario shows how we might, in the future, respond to an assault. Technology-enabled policing ensured swift action, accurate documentation and continuous victim support. What began as a chaotic incident in a pub ended with a streamlined investigation and a well-informed victim.

Victim Focused

Enquiry Focused

1 ASSAULT OCCURS



- Live video integration and streaming
- Enhanced Digital Contact

After an assault the landlord presses the pub's panic button providing Police Scotland with instant access to the pub's CCTV feeds. Simultaneously, a witness inside the pub calls 999 and began streaming the incident from their phone.

3 STATEMENT TAKEN



- Body Worn Video
- AI Transcription
- AI Translation

Officers arrive and locate the victim, administer first aid and began taking a statement. Using their body-worn camera, live translation was activated for the victim, who spoke limited English. The camera also transcribed the entire interaction in real time, ensuring nothing was missed.

5 VICTIM SUPPORTED



- Integrated data
- Third sector collaboration

The victim receives a text message from an official Police Scotland account. It includes the crime reference number, officers contact details, and links to support services and victim guidance materials.

7 SUSPECT CHARGED/VICTIM UPDATED



- AI Assistant
- Public Sector collaboration

Later that evening, the victim receives another update: the suspect has been identified, charged and reported. The police report, reviewed by AI for errors, is sent to the Procurator Fiscal. The victim is also sent digital information explaining the next steps, including videos on court processes and legal terminology.

2 RESPONSE DISPATCHED



- Video analysis
- AI Summarisation
- Data integration

Within seconds, the control room's AI begins analysing the videos and information obtained, identifying key individuals, summarising the incident and flagging potential threats. This information is relayed to officers dispatched, allowing for rapid, informed decision-making.

4 EVIDENCE GATHERED



- Smart labels
- Mobile capabilities
- Digital Smart Lockers

Meanwhile, an officer seizes evidence. Each item is geo-tagged, photographed and automatically labelled by the officer's smart device. The productions are securely stored in a digital smart locker, ensuring chain-of-evidence integrity.

6 SUSPECT TAKEN INTO CUSTODY



- Single Search
- Health monitoring system
- Robotic Process Automation
- Mobile integration with operational systems

Back at the station, the reporting officer considers further lines of enquiry, researches the suspect and auto-populates forensic request forms. Officers arrest the suspect and bring him into a Digital Custody Centre.

Inside the centre, the suspect's health was monitored via in-cell life sensors. Every movement, from booking to medical checks, was logged through QR code scans by support staff, ensuring transparency and accountability.

Future Vision #2

This scenario shows how we might, in the future, respond to a report of a missing person. Stephen hasn't arrived at work, prompting concern from his boss. Technology-enabled policing delivered a fast, efficient response to a life-threatening situation, resulting in a person being located in time and provided support.

Public Focused

Enquiry Focused

1 DETAILS OBTAINED



- Enhanced Digital Contact

A call to Police Scotland triggered a chain of technology-driven actions. Within seconds, a secure link arrived on the boss's phone, asking for details including name, photo, social media profiles and next of kin.

3 DETAILS CIRCULATED



- Robotic Process Automation
- Mobile integration with operational systems

A branded Police Scotland text pinged the missing person's phone: "You've been reported missing. Contact us immediately." At the same time, the individual's image and circumstances were pushed to local officers' work devices and to the on-duty sergeant and inspector for rapid triage.

5 PUBLIC APPEAL



- Public Sector collaboration
- Private Sector collaboration

Police systems worked in the background sending automated requests to bus and taxi firms, DVLA, phone networks, and insurance databases. The missing person's photo was uploaded to public-space CCTV, and mobile response vehicle systems, with Live Facial Recognition enabled.

7 SUPPORT PROVIDED



- Third sector collaboration
- Robotic Process Automation

A medic pack dropped from the sky, and the rescuers arrived providing first aid. Robotic Process Automation generated urgent support referrals to partners, including social work, NHS professionals and third sector partners using automated information sharing processes. The missing person was given an urgent video appointment with mental health professionals to identify what support they needed.

2 SYSTEMS SEARCHED



- Data Integration
- AI searching & summarisation
- AI Assistant

AI systems instantly scanned police databases and linked into NHS and Partner systems – a history of suicidal ideations was found. A risk profile was automatically created while officers were dispatched straight to the address.

4 SEARCHES STARTED



- Mobile capabilities

A drone with thermal technology was used to get an early insight into any persons in the home address. There was No sign of a disturbance and no persons within. A joiner was called to gain entry to allow officers to search for additional information to assist with the incident.

6 PERSON LOCATED



- AI automation
- Remote contact
- Video analysis

The missing person's car is at nearby hills. Mountain Rescue was mobilised while AI POLSA analysed terrain mapping and predicted likely routes. A drone swept the rugged landscape with thermal imaging and object recognition, locating someone. The drone pilot spoke through its speaker and confirmed the Identity of the missing person. GPS coordinates and a What3Words location flashed to rescuers.



If you have any queries about the Strategy, please contact us at

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