

Industry Engagement Event Pre-Event Pack

August 2026

1. PURPOSE	2
2. NEEDED FROM YOU	2
3. EVENT THEME	3
4. PROBLEM STATEMENTS	4
5. AGENDA	13
6. WORKSHOP FORMAT	13
7. SESSION OUTPUT	14
8. ONLINE OUTPUT	14
9. WHAT NEXT?.....	14
10. TARGET AUDIENCE	15
11. FEEDBACK	15

[Complete the expression of interest form via this link.](#)

1. Purpose

This pack explains the purpose, theme and structure of the Industry Engagement Event. It is intended to help police and industry attendees arrive with a shared understanding of the event, the problem statements being explored, and the behaviours expected during the session.

The Industry Engagement Event provides a structured, problem-led forum for policing and industry to explore priority digital, data and technology challenges. The event is designed to support practical discussion, shared understanding and action-ready outputs, rather than commercial promotion or general thought leadership.

The event forms part of the wider national approach to industry engagement. It is informed by the National Technology Board and the Technology Industry Advisory Forum, which help ensure that the theme, problem statements and participation are aligned to national policing priorities.

2. Needed From You

To ensure an effective, efficient and valuable event for all attendees, it is essential that all participants engage constructively and transparently, follow non-commercial engagement rules, focus on the defined problem themes, share relevant capability, roadmap and constraint information where appropriate, and avoid product promotion.

Please review the theme and 3 problem statements and come prepared with considered, practical and realistic ideas. Consider potential solutions involving your area of expertise and interest in advance, as well as what questions you will need to ask to help you consider a collaborative approach to solving the problems, in a way that meets the needs of the theme.

To assist with participation, the following guiding principles have been adopted:

- **Problem-Led, not product led** - anchored in the Police Problem Book
- **Collaborative** - bringing together forces, national leads and industry
- **Reuse First** - prioritising existing capability before new solutions
- **Non-Commercial** - not a procurement or sales environment
- **Whole System Thinking** - considering impact across the full lifecycle
- **Aligned** - consistent with enterprise architecture and national standards
- **Complementary** - adding value alongside existing coordination structures
- **Collective Responsibility** – recognising that suppliers may need to collaborate across organisational or product boundaries to support integrated, system-wide outcomes for policing.

[Complete the expression of interest form via this link.](#)

3. Event Theme

The theme of the event is **Efficient & Sustainable Policing Today**.

Technology is a key enabler of efficiency and effectiveness across operational and organisational policing. How can policing use digital, data and technology to manage increasing demand and complexity, while operating with flat or reducing resources?

This theme is essential for policing to continue to protect the public against the backdrop of significant budget cuts. Enabling support services have been cut as far as they can be, and now savings are being considered from reducing officer and staff numbers, which will impact essential capabilities. This creates an increased risk to public safety which more efficient and effective use of technology could help prevent.

This theme focuses the event on seeking activities which can demonstrate:

- A. Practical opportunities to reduce total effort, duplication and resources required**
 - How will this practically reduce the complexity, volume and cost?
- B. Improvements to frontline outcomes**
 - What measurable operational outcome will the proposal support?
- C. Supporting reuse and scalability**
 - How does this reuse existing capability and support national scaling?
- D. Measurable impact within 6 to 12 months (essential)**
 - What can be measured to understand if change has been successful?

All outputs from the event must be aligned against this theme and should be able to demonstrate as many of the above elements as possible.



4. Problem Statements

The event will be focused on three problem statements which have been selected by the National Technology Board with support from stakeholders in policing and industry.

It is acknowledged that these problems will not hold as much transformational potential for change due to being constrained by the short-term timescales to see measurable benefits. These are deliberately operationally focused and are relevant across policing, demonstrating priority items that forces have a real desire to solve. They also benefit from strategic alignment to multiple elements of the Police Problem Book.

This is a pilot event, championed by the National Technology Board, to test a more inclusive and consultative engagement approach. Therefore there is a need to demonstrate the tangible value of this style of engagement, before more aspirational problem statements can be selected for future events.

Problem 1: Manage rising and increasingly complex demand linked to domestic abuse, vulnerability and safeguarding through more effective use of digital, data and technology to identify risk, assess threat and proactively manage offenders.

The Managing Complexity and Demand challenge

Policing is facing sustained and complex demand linked to domestic abuse, vulnerability and safeguarding. These incidents often involve repeat victims, repeat offenders, escalating risk, multiple agencies and significant safeguarding responsibilities. They require officers and staff to make timely decisions using information that may be held across command and control, records management, intelligence, safeguarding, partner and case file systems.

The National Centre for Violence Against Women and Girls and Public Protection (NCVPP) highlight the specific need to improve efficiency and effectiveness of the Protective Orders process, from application through to management of the order and victim engagement. Protective Order file preparation is currently a time-intensive process for officers. There is an opportunity to streamline this by creating a single approach that draws on existing information and intelligence from police crime and recording systems, providing a comprehensive background and evidential context within the application.

The application for the Protective orders goes through a civil legal route into courts and then is managed through police forces, however this goes beyond safeguarding and includes all policing.

NCVPP are keen to explore proposals which can be quickly piloted in forces to demonstrate improvements the following key areas,:

1. **Simplifying** the Protective Order file preparation process.

2. **Improving the quality of information** supplied to internal legal service teams, providing background information which is succinct and streamlined and reflective of incidents and offending history which is relevant.
3. **Providing timely information** and intelligence relating to granted Protective Orders across neighbourhood policing, response and offender management teams to enable effective monitoring of compliance, enforcement of prohibitions and positive requirements, and proactive safeguarding of victims.
4. **Supporting intelligence-led real-time officer activity**, through utilising temporal and geolocation-enabled alerts to enable efficient and effective compliance activity and victim-centred safeguarding interventions.
5. **Providing Victims key information**, through a convenient option to inspect their order and provide reporting of a breach and any evidence as a result of the breach, where there isn't an immediate safeguarding issue.
6. **Providing Victims with support to understand** what the order means, gain information relating to relevant topics, be directed to support through third sector organisations and understand how to report breaches.
7. **Generating a criminal breach case file** to be heard at court.
8. **Providing offenders access to view their orders**, find support organisations and access help and prevention material to prevent further offending. Also to understand the conditions and prohibitions of their order.
9. **Linking to courts** to enable streamlined uploading of order.
10. **Providing officers with national access** to the system regardless of their host force.
11. **Working with buddy tags** (offender location tracking) to geolocate offenders nearby on officer patrol and alert to prohibitions/provide evidence of breaches.

Suppliers should focus on practical, measurable opportunities that help policing manage complex demand more effectively within existing or reduced resource constraints. This may include better data integration, risk identification, workflow support, automated information reuse, improved user experience and tools that support decision-making across the full journey from first contact through to investigation, safeguarding, offender management and criminal justice outcomes.

CIO perspective

- **The issue is rising complexity, not simply rising volume:** domestic abuse, vulnerability and safeguarding demand often requires multiple teams, systems and agencies to build a coherent view of risk, threat, harm and vulnerability.
- **Risk and context need to follow the incident:** information captured at first contact should be available to response, investigation, safeguarding, offender management and partner referral teams without unnecessary re-entry.
- **Operational decisions depend on joined-up information:** officers and staff need timely access to relevant history, intelligence, previous incidents, safeguarding markers, bail conditions and partner information where appropriate.
- **The opportunity is to support better decisions earlier:** suppliers should consider how digital, data and technology can help identify escalation, repeat victimisation, repeat offending and missed links across incidents.

- **Do not treat domestic abuse as a single-system problem:** the operational journey cuts across C&C, RMS, intelligence, evidence, safeguarding, case file and partner systems – which all vary between different forces
- **The practical test is frontline value:** any proposal should help officers and staff make better decisions, reduce avoidable effort and improve outcomes for victims, rather than adding another standalone tool.
- **Suppliers should arrive ready to answer:**
 - Either specifically the areas highlighted in the Protective Order use case, or more generally in an element from the wider problem statement.
 - What specific risk, harm or demand signal does your proposal help policing identify earlier?
 - How does it improve the flow of information across existing systems and teams?
 - How does it reduce avoidable administration while improving safeguarding, investigation or offender management outcomes?
 - What measurable impact could be demonstrated within 6 to 12 months?

Operational Context:

- Policing have different teams involved in the identification, assessment and management of offenders – often focused on a specific group of crimes, for example domestic abuse or burglary, but sometimes focused on the offenders if they are classes as ‘prolific’.
- There is limited data sharing with external partners to policing.
- These teams use a central records management systems (RMS) to review criminal investigations and intelligence logs, however they sometimes record specific operations or individual project activity in siloed systems.
- Demand comes through both 999, 101 and digital channels and is filtered through the central force communications room by operators, before being allocated to the relevant teams.
- Officers and staff then review and investigate offences in person and remotely as appropriate, finalising any investigations with no reasonable lines of enquiry. All updates made to the RMS.
- Officers and staff will often attend scenes in person to take witness statements and seize exhibits which are referenced within the digital case file used for court proceedings.
- Offenders can be placed on bail, with conditions (e.g. report to the police station weekly with a form of ID) however there are now strict conditions for when this is deemed reasonable.

National Context:

- The NPCC Digital Public Contact (DPC) programme is supporting the development and implementation of a national portal to enable two-way digital interaction and communications between policing (and related partner organisations) and members of the public, which includes rapid video response (video calling), automated incoming call triage, post call meta-data analysis, public chat-bot for general crime reporting ([DPC, 2025](#)).

Problem Breakdown:

- Protective Orders - Protective orders are a critical tool in keeping people safe and can be highly effective as both an intervention and a preventative measure. As we move forward, there is an expectation that positive conditions and opportunities to utilise protective orders are fully considered within our prevention-focused work. (NCVPP, 2026)
- Domestic abuse can be described as any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners, family members or sharing parental responsibility for a child
- Around 3.8 million people experienced domestic abuse in England and Wales in the year ending March 2025, equivalent to almost 1 in every 13 adults ([ONS, 2025](#))
- Domestic abuse incidents often involve repeat victims and repeat offenders, significant safeguarding activity, multiple agencies sharing information and ongoing risk/offender management. This makes domestic abuse cases a high complexity offence type to manage.
- Police in England and Wales recorded 816,493 domestic abuse-related crimes in the year ending March 2025 ([ONS, 2025](#))
- The police receive a domestic abuse-related call every 30 seconds, making it one of the highest-volume forms of policing demand ([Home Office, 2025](#))

Problem 2: Reduce administrative burden, process duplication and resource requirements for frontline and investigation teams when dealing with incidents and investigations.

The Productivity challenge

Policing has digitised many operational processes, but this has not always simplified the work for officers and staff. Information is often captured during the initial call, recorded again in command and control, entered into records management systems, copied into forms, reused in referrals, and duplicated again during investigation and case file preparation. This creates avoidable demand within the system and reduces the time available for frontline policing, investigations and victim care.

The productivity challenge is therefore not a lack of information or technology. It is the administrative effort required to capture, move, duplicate and manage information across disconnected workflows and systems. Even small reductions in effort at incident or investigation level can release significant operational capacity when applied across high-volume activity.

Suppliers should focus on simplification, interoperability and measurable productivity gains. The strongest contributions will help policing capture information once, reuse it safely and appropriately, reduce double-keying, remove low-value administrative steps, improve usability and make existing systems work better together. The aim is not to add new functionality for its own sake, but to reduce complexity and release officer and staff time back to operational activity.

CIO perspective

- **Bureaucracy is now a strategic operational problem:** every additional form, field, workflow, login or compliance step consumes capacity across policing.
- **The problem is non-value-adding administration:** officers and staff accept the need to record information, but duplication, double-keying and repeated rationale recording create avoidable demand.
- **Policing has often digitised processes rather than simplified them:** many analogue steps have been replicated in digital form, resulting in multiple systems, repeated data entry and unnecessary workflow complexity.
- **The priority should be removing effort, not adding applications:** the most valuable innovations may be invisible to officers because they simplify work rather than introduce another front-end tool.
- **Capture once, reuse many times should be the design principle:** information captured in C&C, RMS, safeguarding, referral or case file processes should be reused where appropriate rather than re-entered.
- **User experience is an operational requirement:** systems used by frontline officers and investigators must work under real policing conditions, including time pressure, shift work, mobile use and complex incident handling.

- **Context switching has a hidden cost:** moving between C&C, RMS, intelligence, case file, evidence, custody, referral and partner systems introduces delay, error, frustration and loss of focus.
- **Suppliers should challenge the workflow, not just automate it:** some processes may need to be removed, simplified or redesigned before they are digitised further. Don't assume the process exists in its current state for a good reason – where is the value add and could it be improved.
- **Suppliers should arrive ready to answer:**
 - What administrative effort, duplication or double-keying does your proposal remove?
 - Which existing systems or workflows does it simplify?
 - How does it improve the user experience for frontline or investigation teams?
 - How would policing measure time saved, reduced duplication or improved throughput within 6 to 12 months?
 - If adopted across multiple forces, would the proposal make the national technology landscape simpler or more complex?

Operational Context:

- Frontline teams record significant information when dealing with incidents (even those which do not result into criminal investigations) this is held in the incident log, also known as the command and control (C&C) log.
- Information is often first recorded by the control room operator in the C&C log, and then again by the attending officer/staff in the RMS. Repeat victims often have to give their details multiple times.
- Officers/staff have to capture their rationale for taking or not taking specific actions at an incident, in line with force policy, best practice and legislation – these are captured in the C&C, investigation and other relevant logs.
- When completing a range of artefacts involved in an investigation there is a constant duplication of information requested, from submitting officer details, to crime information to victim/witness details. This takes place across a range of systems, including but not limited to; missing persons, traffic offence reports, court orders, property management, custody, partner-referrals etc.

National Context:

- Digital Case File are replacing physical case forms with digital case files integrated with police and Crown Prosecution Service (CPS) systems, with legislative requirements built in through development of standard specifications ([PDS, 2023](#)).
- PoliceAI are focusing on delivery AI products around key areas within this financial year, including but not limited to; digital evidence and disclosure, CCTV and media analysis, case file preparation, child protection investigations, AI-enabled crime and deepfake detection and the responsible adoption of AI across policing ([Home Office, 2026](#)).

Problem Breakdown:

- Frontline teams: Police officers (including volunteer officers – Special Constables) and police staff (including Police Community Support Officers) are often the first visible, uniformed, police presence physically attending an incident. They capture information which informs the next steps in the investigation and triggers processes such as Scenes of Crime and safeguarding, these processes involve a number of teams and agencies, utilising a number of solutions. How does Policing ensure that information captured is collated and provided to the right team/agency to be able to complete their part of the process as efficiently and effectively as possible, and that data can be aggregated to provide insights for investigative purposes to improve detections and outcome for victims.
- Investigation teams: Police officers and staff fill a range of investigatory roles, often focused on specific crime types or functions of investigations. For example, a remote desk-based investigation team may utilise video and phone calls to carry out investigations and capture statements. Some frontline teams, such as neighbourhood teams, may also carry workloads for neighbourhood investigations.
- Demand: In England & Wales police recorded 5.2 million crimes, excluding fraud. ([ONS, 2026](#)).
- Prolific offenders: The 0.5 million prolific offenders (9% of overall national offender cohort) account for 52% of all offences ([MoJ, 2025](#)), with theft the most common offence type.

Problem 3: Support ethical, integrated and sustainable technology capability and scalability across policing.

The Interoperability and Scaling challenge.

Policing operates across 43(+5) force technology environments, supported by different suppliers, platforms, operating models and commercial arrangements. This variation enables local autonomy, but it also makes it harder to integrate systems, share data, reuse proven capability and scale successful innovation beyond individual forces. As policing looks to use technology to improve productivity and manage demand, new capability must reduce complexity across the national landscape rather than add further fragmentation.

Suppliers should recognise that the challenge is not simply to introduce more technology into policing. It is to ensure that any new or improved capability is ethical, secure, standards-based, interoperable and capable of being adopted across different force environments without extensive redesign. Contributions should focus on practical ways to simplify the technology estate, support data portability, reduce supplier lock-in, improve integration with existing systems and create repeatable models that can be scaled nationally where appropriate.

CIO Perspective:

- **The problem is fragmentation, not innovation:** every new capability can add integrations, support requirements, contracts, security assessments, training needs, data flows and technical debt unless it is designed to work within a wider policing architecture.
- **Technology must scale beyond one force:** many successful local innovations do not achieve wider adoption because they depend on local configuration, local relationships, specific systems or bespoke integration work.
- **The most valuable solutions may simplify rather than add:** suppliers should think about consolidation, simplification and reuse, not only new product capability.
- **The design test is repeatability:** the strongest proposals will be portable, configurable, standards-based and capable of working across different force environments.
- **Suppliers should arrive ready to answer:** how their proposal reduces complexity, supports interoperability, avoids lock-in and could be adopted by multiple forces without significant redesign. Specifically will the proposal:
 - Work in another force?
 - Work on another RMS?
 - Work in another operating model?
 - Work nationally?

The most valuable proposals in this area are likely to be

- Repeatable
- Portable
- Configurable
- Standards-based

If every force adopted this approach, we would the national policing technology landscape become simpler not more complex.

Operational Context:

- Police forces in England and Wales have autonomy to purchase technology independent of one another, resulting in a variance of technology between forces, which makes integration and scaling complex.
- Local forces are focussing on technology as key to utilising human resources more effectively in response to budget constraints, which is driving a large number of requests for enabling technologies, where cost and agility of delivery are key factors for technology selection.

National Context:

- The Independent Review of Police Force Structures is considering recommendations to move from the current 43-force model in England and Wales to a smaller number of larger forces ([Home Office, 2026](#)). This represents a significant transformation opportunity to every police force in England and Wales, which will also represent a significant resource challenge for police support services, especially DDaT functions.
- The Home Office and NPCC are consulting with industry and policing on the implementation of data standards, adoption and mandation ([techUK, 2026](#)).
- TechUK and PDS have worked together to create the Policing Technology Interoperability Handbook ([PDS, 2026](#))

Problem Breakdown:

- Although a longer-term challenge, policing needs to be ready and able to understand the DDaT changes necessary to support the delivery of the National Police Service (NPS) and the changes to local force structures.
- This challenge can be broken down into smaller components for consideration in the session, including;
 - What digital, data and technology standards need to be in place?
 - How can we build awareness of matured solutions?
 - How can we avoid large numbers of point solutions which are complex to maintain?
 - How can we ensure interoperability by helping integrate our organisations, technology and data?
 - What information is required by industry to help policing solve this?
 - How can policing bring suppliers closer to the challenges faced by forces?
 - How can we ensure policing are the informed customer to industry?
 - How do we get incumbent suppliers to work with each other?

5. Agenda

This is the agenda for the event, subject to change on the day as required.

Time	Session
1000	Arrival, Registration, Refreshments
1030	Welcome & Housekeeping
1045	Agenda
1050	Opening Remarks
1100	National Context and Police Problem Book
1115	How the Day will Work
1120	Tabletop Familiarisation (networking and introductions)
1130	Problem 1 Briefing
1135	Workshop Session
1215	Feedback Session
1230	Lunch
1300	Problem 2 Briefing
1305	Workshop Session
1345	Feedback Session
1400	Problem 3 Briefing
1405	Workshop Session
1445	Feedback Session
1500	Break with Refreshments
1515	Summary of Outputs & Next Steps
1545	Closing Remarks

6. Workshop Format

Each problem statement will have time set aside for groups to work through the same process, to reach a decision point on selecting a proposal.

- **SHARE** - What is the existing capabilities and what are the core challenges?
 - Current experiences
 - Existing solutions
 - Shared Understanding
- **SHIFT** - What needs to change to have the biggest impact?
 - Barriers
 - Opportunities
 - Dependencies
- **SCALE** - How could this work nationally?
 - Practical actions
 - Collaboration
 - National Adoption
- **SELECT** – identify an agreed high value proposal, which aligns with the theme requirements.

Note: There will be the opportunity to submit proposals online during and following the event.

7. Session Output

Each table will have a facilitator who will support discussions and help teams capture the key information in the following format:

- **Proposal (SELECT)** - One sentence pitch, which aligns with the days theme
- **Type (SELECT)** - Identification of whether the proposal best sits in:
 - Optimise (maximise value from existing systems and promote reuse)
 - Evolve (refine or extend current capability and influence supplier roadmaps)
 - Transform (identify requirements for new or innovative approach/product)
- **Cross-sector Learning (SHARE)** – Where a comparable problem has been seen in in another sector
- **Barriers (SHIFT)** - What are the 3 key barriers/risk to the proposal
- **Actions (SCALE)** – What are the 3 key actions to take forward the proposal, which also meet the thematic requirements of the day (including the 6-12 month time constraint for measurable benefits)

8. Online Output

There will be an opportunity for those joining online to submit proposals for each problem statement, capturing the same information as in-person.

These must follow the same rules as those taking part in the session and ensure they aren't used to push products or act as a sales-pitch, otherwise they risk being filtered out upon review.

9. What Next?

All session outputs will be collated, reviewed and presented to the NTB Technology Industry Advisory Forum to help draw out further insights and to support alignment with strategic direction.

The final output pack will be presented to the National Technology Board, who will identify the most appropriate governance route to take forward successful recommendations, which may include rapid local adoption or presenting to a more relevant coordination body within the National Police Chiefs Council.

The Industry Advisory Forum will support in the monitoring and driving of any agreed actions, to enable progress to be reported back at future Industry Engagement Events.

10. Target Audience

Before the event, attendees should review the theme and problem statements, consider where they have relevant operational insight, existing capability, evidence or lessons learned, and identify practical contributions they can make during the session. Industry attendees should focus on capability, constraints and delivery experience rather than product promotion.

The Industry Engagement Events are intended for ICT and digital leadership across forces, national and regional technology leads, and senior operational and business stakeholders with responsibility for technology-enabled capability. Participation will also include industry partners aligned to the defined problem themes and include both members and non-members of TechUK (who are supporting the event) to ensure an open and diverse approach.

11. Feedback

Success will be assessed by whether the event generates meaningful participation from policing and industry, improves shared understanding of the selected problems, identifies credible opportunities for reuse or improvement, influences relevant roadmaps or planning activity, and creates clear actions that can progress after the event.

A feedback link will be shared with all attendees after the event to capture insights to improve subsequent event

[Complete the expression of interest form via this link.](#)