

Cheshire Constabulary's **IT and Digital Strategy** **2025-2029**



Cheshire
Police & Crime
Commissioner



Cheshire
Constabulary

Foreword

We present the latest version of our IT and Digital Strategy which continues to ensure that police technology develops to service the needs of the public of Cheshire and appropriately support the officers and staff of the constabulary.

The IT and Digital Strategy sets out how the Commissioner and the Chief Constable will work to ensure Cheshire has fit for purpose and innovative technology which is required to deliver effective operational policing; ensuring we are an accessible and responsive police service.

Cheshire Constabulary has a history of being at the forefront of embracing technology to support and enable the delivery of first-class policing services for the public of Cheshire. IT and Digital needs to support front line operational policing and this strategy ensures that a joined-up approach is in place from identification of a problem through to implementation, using subject matter and technical expertise. Working in partnership with other law enforcement agencies and strategic delivery partners will be key to delivery.

In line with Pillar 2 of the Commissioner's Police and Crime Plan we will continue to embrace technology, helping the organisation to drive efficiencies as well as introducing innovative ways of working. It will allow the Constabulary to maintain and improve high quality services, improve effectiveness, ensure good value for money and an efficient use of resources. It demonstrates the constabulary's commitment to the new digital ambition for UK policing through the National Policing Digital Strategy 2025-2030 and the National Centre for Police Productivity. Whereas 10 years ago, cloud technology was at the forefront of change, that is now mainstream and instead different forms of Automation and Artificial Intelligence are the next areas of focus.

My vision is to be the best police force in the country, and in this strategy, I will set out how Cheshire will continue to pave the way in policing, creating a hostile environment for criminals by equipping our Constabulary with the digital capabilities that protects the public and making our communities even safer.



A handwritten signature in black ink, appearing to read 'Mark Roberts'.

Mark Roberts
Chief Constable



A handwritten signature in black ink, appearing to read 'Dan Price'.

Dan Price
Police and Crime Commissioner

Introduction

IT and Digital continues to be the fastest growing area within UK Policing and ultimately our goal is to effectively support colleagues across the entire organisation, particularly those that are public facing. Technology underpins everything and in order to provide a high level of service means an efficient and agile IT eco-system. Making our services accessible to the public is also critical for the long-term stability of public confidence. We led on introducing the first control room system of its type in the guise of the Saab SAFE platform and continue to refine and improve it for our public contact colleagues, helping them provide critical services when a member of the public needs us in an emergency.

The NPCC Policing Vision for 2030 and the National Policing Digital Strategy 2025-2030 encompasses all that we aim to deliver, and the Force has already achieved so much toward those visions and is already responsible for many firsts. There are few business processes within the organisation that are not digital or automated in some way, and IT is essential to the operation of the organisation and the delivery of 999 services.

Our aim is now to continually review and adapt making best use of the new technology that is available, which will drive even greater efficiencies in our services. Cloud is tried and tested and something we use extensively. Inevitably, the future will involve Artificial Intelligence in several different forms, but this must be done securely as we have a responsibility to safeguard the information we hold. We already use automation in several areas, and we see the expansion of this as key over the coming years, indeed we have developed a specific strategy recognising its importance.

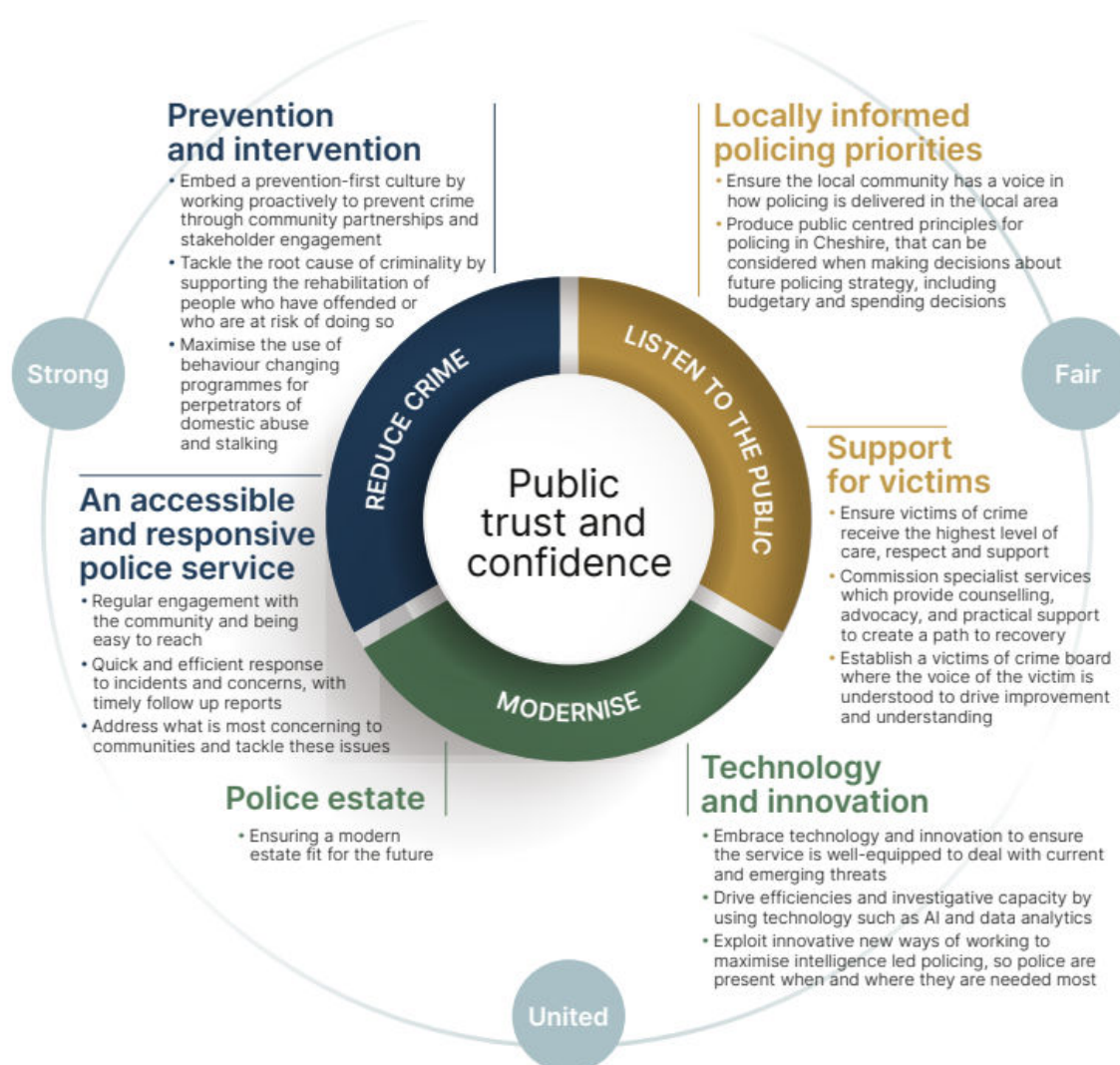
IT Services are committed to ensuring all staff across the county have the technology they need to do their jobs well. We have already equipped officers and staff with a suite of mobile technology allowing them to do their job from any location. We will continue to deliver modern technology to our customers and ensure that the underlying infrastructure remains fit-for-purpose. Legacy technology has been removed as it degrades service and doesn't align with our security principles with the Chief Officers recognising the continued need to invest.

Security is a fundamental element that runs throughout this strategy, never more so due to the threats faced by UK Policing from bad actors. Equally, a secure-by-design approach is essential to protect systems and data from unauthorised access. As such the NPCC National Cyber Security Strategy is a key consideration as is the Defend-as-One approach.

Strategic Alignment

All work will align locally with priorities set by the Police and Crime Commissioner, as well as taking note of the National Policing Digital Strategy and the ambitions and pillars set out. This will ensure our work contributes towards the national strategy and alignment of the Policing Vision 2030 (infographic on following page) and the Police Reform outcomes.

A summary of the Police and Crime Plan 2024 – 2028 is shown below for reference.



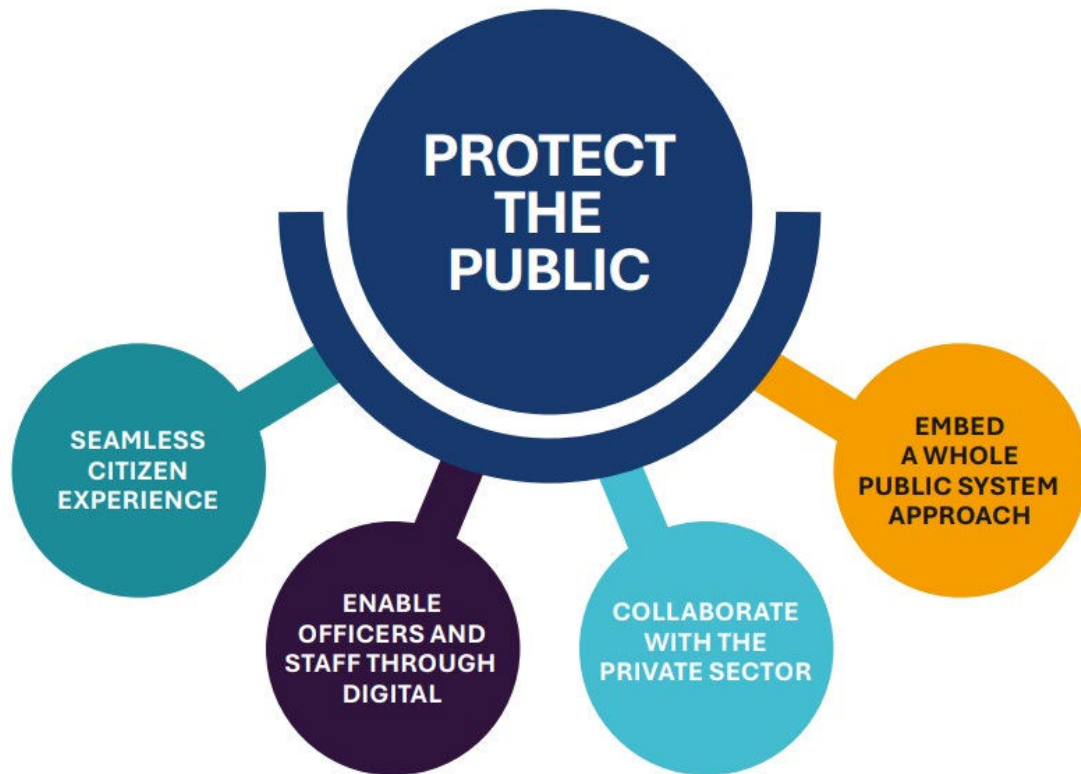
To deliver the Police and Crime Plan priorities for Technology and Innovation:

- We will drive efficiencies and explore how technology such as Artificial Intelligence (AI) and data analytics can deliver the plans priorities.
- We will embrace technology and innovation to ensure the service is well-equipped to deal with current and emerging threats.
- We will ensure that we focus on innovative new ways of working to maximise intelligence and data-led policing, so police are present when and where they are needed most.
- We will encourage a culture within Cheshire police that is open to new ideas and ways of working that continuously improve outcomes.

A summary of the National Policing Digital Strategy is shown below, for reference.



Policing Vision 2030



Successes and Benefits

Although this is a strategy document, it is worth outlining some of the innovation that Cheshire have delivered from a technology perspective and some key successes.

- Cheshire were the first force in the UK to adopt the cutting-edge **Saab SAFE control room platform**, which altered the approach to call management and moved from the traditional hardware based bespoke platform. Several other forces have since adopted this system and it means the public get help quicker, by us getting their accurate location and video streaming from their location.
- First law enforcement agency globally to rollout **next generation Airwave handsets** to the whole organisation giving officers greater coverage and minimising the risk of dead spots. For the public this means we can respond quicker and better to their need.
- Leading in moving **Digital Forensic** work to the cloud to cater for the explosion in storage demand from seized electronic devices that was difficult to manage using traditional approaches. This is now being expanded further with the use of forensic processing in the cloud. This means when a victims device has been seized as evidence, we can get it back them sooner, and a quicker resolution of their crime.
- Cheshire led the way as a **pioneer force for the LEDS Driver Product** (replacement to Police National Computer) and as a result was the first Force to connect to the platform. For the Public this means we access more national information on criminals.
- A new digital solution for managing **Non-Police Personnel (Vetting)** has been introduced, to enhance the process and ongoing maintenance for contractors, partnership workers or volunteers who work with the Constabulary and have physical or remote access to police premises, systems, information, intelligence, financial or operational assets. This helps the public by us checking our staff are good people.
- **Central Ticket Office Public Access System** that allows members of the public to respond online to traffic offences, thus reducing time spent on manual tasks in the Central Ticket Office. It is more convenient and quicker for the public than before.
- Implementation of the **Niche Missing Persons Module** providing a streamlined approach to managing missing person investigations. It meets the HMICFRS recommendation to reduce the number of systems holding missing person data, with Niche becoming the master record management system for missing persons. For the public this means we can find vulnerable relatives quicker with better connected information.

- **Right Care, Right Person** changed our systems to make a better way of working with partner agencies to determine the best deployment options to support those in need.
- We continue to invest in the **NICE Investigate** capability, driving potential innovative use of the product, and gathering increased interest from other Forces. This means for the public we can file the evidence relating to their crime systematically and a better investigation results.
- **Crime Recording Unit** a review of existing ways of working resulting in implementing a new model to improve timely crime recording and quality assurance of crime processing. This means the public are dealt with quicker when reporting a crime.
- **Footwear Scanning Solution** the introduction of a digitised capture and automated coding process of custody footwear impressions allows for real-time intelligence searching against outstanding crime scene footwear marks. For the public this means we can detect more crimes such as burglaries by matching footwear impressions.
- The implementation of the **Digital Fingerprint Capability** will enable earlier intervention and quicker processing of results to officers to support their investigations. It allows for more precise identification, leading to more positive outcomes. For the public this helps us detect crime and manage the information better.
- Focus and investment in enhancing the **People and Finance** back-office systems. This includes a re-implementation of the organisational structure to reduce manual administration, integrations between systems to reduce duplication and improve on data quality, and functional enhancements to enable greater capability and efficiencies.
- **Enhanced reporting (PowerBI)** which provides the right information to the right people at the right time. These new capabilities, and the more timely, frequent and automated refreshes of data have improved operational and strategic decision making. For the public this means we identify crime trends and can offer advice on prevention quicker than before.

Customer Service

One of the key parts of the IT and Digital Strategy is to support our frontline and police staff to help deliver the best service they can to the public. To do that, it is essential that we give our staff the right tools to deliver this service effectively and efficiently, challenging suppliers where they are not delivering. It is also important that we give IT support and customer service staff training and information on new technology so that we can provide effective solutions to the force's issues and problems.

Priorities

Accepting the status quo isn't an option, and as a department we pride ourselves on understanding demand and continually reviewing how can reduce issues and calls to our Service Desk. Using **ITIL** principles this will continue to be done through our regular **Problem Management** sessions, where we have successfully seen a decline in calls over several years, despite introducing several new systems. We will be able to see this continued reduction through continued monitoring of **performance metrics** and development of further dashboards and analytics.

Ensuring a clear understanding between us and our customers remain key. Likewise, having a clear pathway for how services should be introduced and what we expect from our suppliers is required, which is why our **Service Transition** processes will be paramount, particularly when many new platforms are hosted outside of our core network and we are reliant on third parties.

Customer service isn't necessarily around what we deliver today, it is also planning for the future so that our staff always have up-to-date and reliable equipment and infrastructure. Long-term capital and revenue forecasting, linked to the force **Priority Based Budgeting** will mean we remove as many unknowns as possible. In the current financial climate strategic planning like this is essential in reducing cost and providing an efficient service.

Continuing to improve our **self-service** model using **portal, self-help videos**, and **knowledge base** articles.

Visibility of our staff across the county is a key deliverable. In the last year our Field Technician and Airwave teams spent over 2,700 hours embedded within Local Policing Units working with operational staff assisting and answering questions. This is over and above the time spent answering questions remotely and supporting numerous operational events.

Outcomes

- Provide an IT service in accordance with ITIL principles.
- Use effective Problem Management to reduce demand.

- Deliver effective and efficient Service Transition processes with partners and hold them to account if they are broken.
- Help the organisation address financial challenges and have long-term technology roadmaps using strategic planning and priority-based budgeting.
- Improve self-service offering through enhanced portal, self-help videos and knowledge base.
- Transition to new PowerBI based Performance Metrics dashboard.
- Continued delivery of IT Surgeries across the county supporting operational and support staff.
- For the public this means that our officers are better equipped and more available to provide frontline services. It means they are quicker to resolve incidents and they have access to information allowing them to detect crimes, protect vulnerable people and support our communities.

Technology and Innovation

There is a continual pipeline of new digital business initiatives and developments that we need to support. We have a dedicated Digital Business team as well as having dedicated Project Management functions. We have a team of developers who create bespoke applications to assist our operational staff to carry out their job effectively. This work links directly to the PCC's Police and Crime Plan objectives.

Priorities

Our Application Developers have been introducing new bespoke applications for many years, but there is a need to ensure they are maintained, redeveloped, and migrated to new platforms. Whereas apps were traditionally developed just for Windows, we now ensure that native applications are created for mobile operating systems as well. Our **Application Technology refresh** programme will ensure all our apps work in an efficient and secure manner using up-to-date technology.

New line of business applications will be created making best use of the technology available, all with the end user in mind, be that through traditional coding methods or the likes of Power Apps. These will include a **DVDS (Domestic Violence Disclosure Scheme) App**, a **Cheshire Cares App** and enhancing our **Vulnerable Person Assessment App** to record **Non-Domestic Stalking & Harassment**. Our strategy remains to develop internally as that has proved more cost effective and efficient than procuring commercial offerings and means we can be more responsive to the organisation's needs.

There are several national system changes that need internal support, including the phasing out of PNC and introduction of **LEDS, Digital Case File**, and **MAPPS**. We will ensure these are introduced in a phased manner with the minimal of disruption. These give better information to officers investigating crime for the public.

We will continue to monitor progress of the national **Emergency Services Network** (ESN) project, and support, where necessary. This is so we ensure we have an effective communication platform in the next decade.

We continue to develop and enhance our **Saab SAFE control room platform**, and we will continue to work with our Public Contact colleagues to adapt the platform in-line with the changing demands of the public and the channels of communication they choose to use. For the public they can be assured we operate the most advanced command and control system in policing to better connect the information they give us, with what we already know.

Since the last strategy publication, **Automation** has become a key focus area, and this will continue over the coming years. Although we make good use of automation in

several areas with associated time and cost saving benefits, this will be expanded, and a dedicated team focused to accelerate adoption. This is seen as key to help make the force more efficient, whilst at the same time supporting the PCC's aim to enhance public service through modernisation.

It would be remiss in an IT and Digital strategy not to mention **Artificial Intelligence**. We continue to work with national partners in reviewing how this technology can be used safely and securely in a policing environment. Further reference to this is made under the Crime Product later. We will evaluate tools available to us, such as Co-Pilot and see what benefits can be identified. Taken together this will make our services to the public more responsive and we will resolve their issues sooner. It means officers can be freed up from the necessary bureaucracy, in order to be more visible, and more proactive for the public.

Cloud remains a key technology, and where possible we will use a **cloud-first approach**, however, we will only use where appropriate. Where there is a need, or it is more cost effective to keep systems on-premises, we will continue to do so.

We have already moved storage and processing of **Digital Forensics** material to the cloud and allowed cloud processing to analyse case data, such as mobile phone extracts. This has sped up processing and freed up officer time. The use of cloud for Digital Forensics will be expanded further and means we solve the crime quicker and can get the public's devices back to them sooner.

Outcomes

- Through Application Refresh, we will continue to have a supportable, modern, and secure suite of in-house development applications.
- Continued in-house development of applications that suit the needs of our customers.
- Support the introduction and migration of a range of national system changes scheduled over the coming years.
- Continued development of the Saab SAFE platform in-line with internal and public need.
- Expand the use of automation across the organisation, increase our digital workers, making the organisation more efficient.
- Review use cases for Artificial Intelligence and look to embed, unlocking benefits.
- Continue to use cloud-first approach, where appropriate. Evaluate best use of cloud and move tasks to make further efficiencies.
- Better turnaround times for the public to reunite them with their devices quicker and progress their cases swifter.

Maintain and Modernise

Despite financial pressures, it is essential that we continue to maintain and modernise our infrastructure. Without it, the user experience suffers, with time lost through issues, and ultimately the service to members of the public becomes degraded. This area links directly to effective long-term technology and financial planning. As an organisation, through our Priority Based Budgeting we have ensured that funding is managed effectively.

Priorities

2025/26 is the final year of a three-year programme of updating end user devices to a reduced refresh window of 3 years. The **end user device refresh** programme will continue to ensure that our officers and staff have devices that can support the demands from modern policing. For equipment deemed end-of-life, we work with recycling partners to dispose of equipment securely and in an environmentally friendly manner.

Alongside this, we have replaced all **Airwave** radios across the county with **next generation** equipment, which should remain fit-for-purpose until the introduction of the Emergency Services Network. This gives us a sustainable solution up to the turn of the decade.

With the reliance on cloud and other internet-based services, we will continue to review our **networking** provision, ensuring it fits with how our staff work on a day-to-day basis. This includes replacing our **WAN** and upgrading our **Wi-Fi infrastructure** to the latest standards.

Over the past number of years, we have successfully removed **legacy technology** ensuring equipment and software is fully supported and fit-for-purpose. We will continually review our on-premise infrastructure, updating and/or migrating to the cloud, where appropriate.

Our fleet of **Body Worn Video**, an essential tool for front-line officers, will be fully refreshed. Likewise, our **Digital Interview Recorders** used in custody suites and other interview rooms will be upgraded and enhanced. For the public this offers greater transparency of our actions, provides another, independent form of evidence and also allows for the speedy resolution of any complaints.

We were one of the first forces in the country to adopt Voice Over IP (VoIP), which has served us well for many years, however, ways of working have changed, and it is now time to migrate fully to **Teams Telephony**, giving staff more flexibility and a consistent approach.

How we use storage has changed, with a distinct shift to cloud. This has led us to review on-premise storage requirements and there will be a continual shift to the use of more efficient and cost-effective **Cloud Based Storage**.

Outcomes

- Continual end user device refresh ensuring staff have the equipment they need to do their job.
- A refreshed networking infrastructure suitable for the demands placed upon it from cloud and mobile working.
- Ensuring legacy technology is not present across the IT infrastructure.
- Refreshed fleet of Body Worn Video cameras for officers.
- Complete overhaul of our Digital Interview Recorders across the county.
- Migration from current VoIP solution to Teams Telephony.
- Continue to evaluate how we consume storage and migrate to using cloud-based technology, where appropriate.
- A more reliable service to the public with better transparency and accountability for policing.

Cyber & Information Security

Protecting our technology and data is a critical part of modern policing. The threats faced have never been greater and the geo-political situation means the whole of UK policing is a target. The prevalence of cloud technology and mobile working means the concept of a secure private network is gone and staff are more exposed to a range of threats, however, new technology also provides additional opportunities for securing systems in different ways.

Priorities

All technology and systems introduced will be done in a consistent manner, ensuring a robust regime of supplier management and following **Secure-By-Design** principles. We will follow National Cyber Security Centre (NCSC) best practice and established NIST/ISO 27001 control frameworks. All systems will be risk assessed with Information Asset Owners assigned with an Information Risk Assessment Report clearly outlining known risks.

We have a close working relationship with the Police National Management Centre ensuring 24/7 protective monitoring coverage. **Protective Monitoring** will continue to be enhanced learning from pro-active penetration testing and red team exercises.

We will use CHECK based IT Health Checks and pro-active Vulnerability Management to improve our security posture, whilst driving improvements using new toolsets as they become available. Security products will be reviewed on an on-going basis to ensure they are in-line with our **defence-in-depth** approach.

Training of staff to be aware of the latest security threats and testing that knowledge will remain a key focus utilising a range of methods. We will continue to develop and run pro-active **cyber exercises**, both internally and with external stakeholders to enhance learning in case of a cyber incident. Further **cyber incident playbooks** will be developed following learning from incident experience, ensuring we are better prepared.

Good security also relies on knowing what data is held and only keeping for an appropriate length of time and in-line with agreed retention schedules. Removal of **legacy data** will be a focus over the next period.

Outcomes

- Assure new systems and processes to maintain Information Security
- Raise awareness with staff of the dangers and risks that are prevalent in our modern society
- Follow best practice guidance and industry standard control sets, such as NIST and ISO 27001

- Continually review our security products and incident response plans to ensure they remain fit-for-purpose
- Work with security practitioners from across Policing to ensure common practices are adopted and maintained
- Continually review and develop cyber incident response plans and playbooks.
- For the public this means our police service is more resilient, less likely to be susceptible to cyber attack and, more able to withstand such an attack.

Digital Business

As a force, we will ensure that this strategy supports the force's digital ambitions and is always business and operationally focussed.

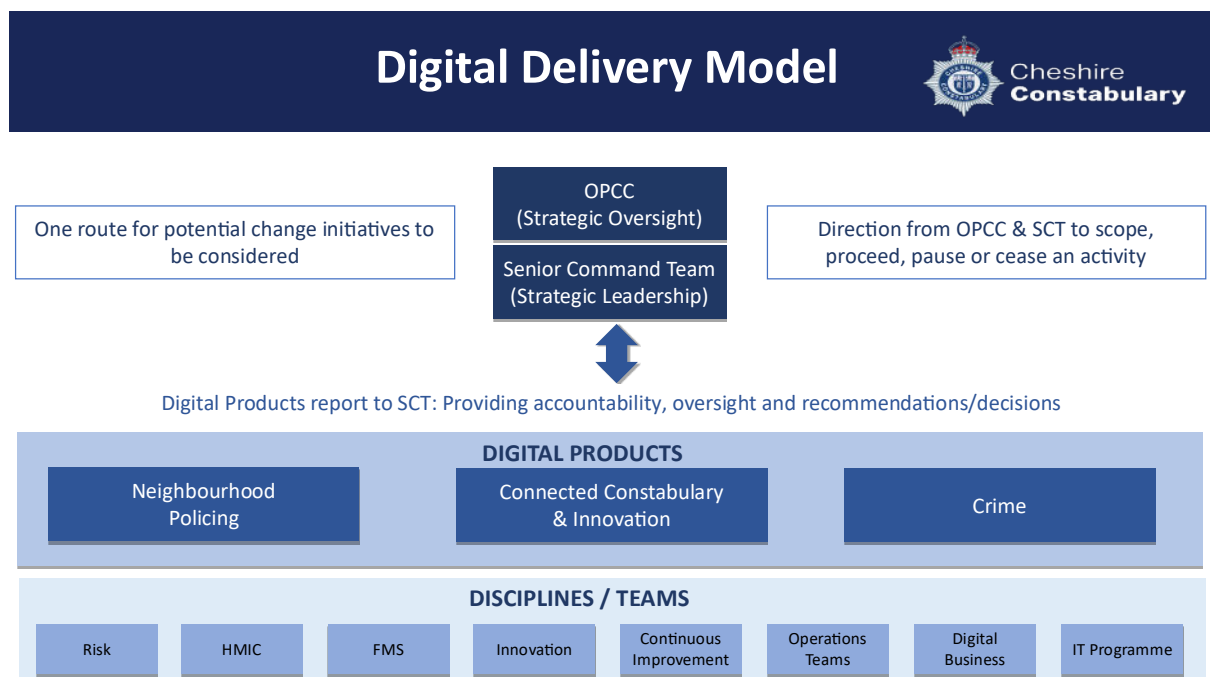
All technical and digital teams sit under the IT Services umbrella, providing a cohesive and joined up approach to delivery, enabling and supporting new ways of working through the introduction of new technology, which will drive even greater efficiencies in our services.

Those new ways of working are driven by the Chief Officer portfolios, which align with the Police and Crime Commissioner's Police and Crime Plan. Each of the portfolios has specific priorities.

Our Governance Model provides clarity over the leadership, direction and accountability for the constabulary's digital, data and technology future.

This framework allows for regular dialogue with the Senior Command Team to provide the strategic direction and ensure there is a single commissioning process. The management of all digital and change capabilities is supported via use of distinct products and are aligned to the three Assistant Chief Constables.

This alignment provides clear ownership and accountability and ensures there is coverage of all key operational services, all core applications, and its associated technology. These products are underpinned by teams to provide input on all disciplines required to manage digital change effectively.



Benefits realisation is already carried out, but this will be strengthened further in line with the aims of the National Strategy.

We already collaborate with a number of forces and organisations, in a number of cases sharing platforms, most notably the West Coast Collaboration utilising a common Crime, Intelligence and Custody platform between 4 UK forces. This provides information sharing, procurement and resource benefits. A number of other projects underway also benefit from shared procurement, and where possible, this model will continue through use of available frameworks and expanding the use of S22 agreements.

We are also working with academia (University of Warwick/University of Leeds) with our initiative to identify early signs of stalking using artificial Intelligence within our Harm Reduction Unit.

Neighbourhood Policing

The vision for the Neighbourhood Policing Product is to design and deliver the best digital capabilities to our front-line teams enabling them to provide the best possible service to the public of Cheshire.

Our purpose is to maximise the use of existing technology available to our colleagues and support and encourage assessment of new front-line digital capabilities that will improve or enhance our response to requests for service.

Priorities

T10 – the replacement of the existing fleet and of Tasers and the underpinning technology to support the allocation and maintenance of the devices. This helps our officers protect themselves and the public from attacks with weapons.

Right Care, Right Person (RCRP) – the transition to business as usual for all phases of delivery including evaluation and the eventual closure of the project. This means the public get the support of the right service, sooner, when the primary agency to respond is not the police.

Single Online Home (SOH) Citizen Portal - The ongoing development of the Single Online Home Police portals currently includes the introduction of the citizen Portal, a means of online, direct two-way messaging between a member of the public and the Officer in the case. This complements other key channels of communication into our Force Control Room. This gives improves the range of methods for the public to contact us, giving increased self-service opportunities.

CRASH – Police forces in England and Wales have a statutory duty under the Annual Data Requirement to provide the Department for Transport (DfT) with statistical data in respect of road casualties, specifically injury collisions that occur on public roads. The implementation of the national Collision Recording and Sharing (CRASH) system will improve the quality and process of supplying the mandatory collision statistics to the Department for Transport and local authorities.

Problem Solving – assessing and delivering a capability to improve the links between Niche and the Cheshire problem-solving portal to address HMICFRS advisory note. This gives more joined up Problem Solving capability to serve the public.

Dytask – evaluation of the product to provide options to inform a decision regarding how we will continue to support Hot Spot patrolling for Op Sidelines and in the future, Safer Streets. This helps us to focus on the visible offences and crimes that impact on the public the most at the times that are most effective to prevent them.

BWV – continue to identify and test new and existing capabilities of BWV in the Force.

Goodsam - evaluation of the product to provide options to inform a decision regarding how if/how we wish to conduct video streams and text conversations with the public, partners and internal teams. This could develop into being used for attendance, virtually at scenes or to address the needs of a member of the public without physical deployment of an officer in addition to the existing use. This can result in less waiting time for the public.

Outcomes

- Refreshed fleet of Taser equipment for Officers represents a significant leap in law enforcement technology, enhancing officer confidence with extended range and increased number of opportunities to safely de-escalate and resolve critical situations.
- Delivery of Right Care, Right Person ensures the right agency responds to calls to provide the best service to the public, safeguarding officers and staff from operating outside the scope of their legal knowledge, competence and capability, but ensures the public receives the right care from the right person.
- Single Online Home (SOH) Citizen Portal will provide an accessible and streamlined way for public to interact digitally, getting the result they need, more efficiently.
- An improvement in the collation and submission of quality data for the Department of Transport by implementing the CRASH solution. Exporting of data will be replaced by automation. Real time collision data will be provided to local authorities and Highways England who will be able to move more swiftly to deal with issues on their networks.
- Address the advised improvements to the existing problem-solving portal to avoid a potential improvement notice from HMICFRS, utilising new technology and Power BI reporting capabilities.
- Technology that will maintain the support of hot spot patrolling to reduce and prevent crime and disorder in our communities, using police presence to deter criminals and increase public safety / public reassurance.
- Refreshed fleet of Body Worn Video cameras for officers and operational staff, maximising technology to capture the best possible evidence and intelligence.
- Continuation and further exploration of the use of Goodsam as a tool to interact with the public improving evidence, safety and earlier resolution for them.

Crime

The vision and mission for this digital product board is to enhance and extend the digital capability to create a police force that enables all investigative opportunities to be considered in a thorough and timely way; sufficient information is made available to act upon and that processes are in place so victims feel they are being listened to and a high level of service is being provided. This product will also manage enhancements to systems allowing for more effective decision making around threats, including serious and organised crime, linking with our partners, where appropriate.

Priorities

Operation Soteria is a national project aimed at improving the investigation of rape and serious sexual offences (RASSO). The project will implement a National Operating Model (NOM) over the next three years. This will ensure all police forces are consistent in the way they investigate RASSO to help increase the number of charges and deliver improvement in the criminal justice system.

Operation Feasible is an internal project that has two key areas of focus as part of our investigation process. The first area is a focus on an improved offering to victims, in alignment with the Victims Code of Practice. The second is to maintain the quality of data recorded as part of investigations and supervisor updates, but to streamline this and make it a more user-friendly process. This will improve the updates that victims receive about their crime and case.

The **Intelligence Outcomes** project will help us to understand actionable intelligence at a granular level, enabling the Force Intelligence Bureau (FIB) to demonstrate the value that intelligence has in securing positive outcomes for the people of Cheshire. This will be delivered through improved use of the Niche intelligence submissions workflow and a change in business processes and reporting.

The organisation is currently researching how we can improve front-line officers access, visualisation and use of Niche Intelligence data with the aim of enhancing our response to threat, risk and harm and offering improved problem solving. We are currently examining the potential use of the **Dorset Portal** developed by Dorset Police and are aligning with our WCC partners, Dyfed Powys and North Wales Police, this is in parallel to more artificial intelligence led solution under review.

The **AI Stalking Initiative** is a proof of concept to develop an AI-driven pipeline for the precise/efficient identification of stalking behaviours by leveraging advanced AI and Natural Language Processing (NLP) methodologies.

Complete the implementation of the full suite of applications for Forensics. This includes:

- Ideagen Quality Management Professional will be implemented as the new **Quality Management System** in Forensics, ensuring the Quality Management team are able to remain compliant with UKAS as it is an ISO requirement is that a suitable QMS underpins the Forensic processes.
- **I-Sample** is a biometric sampling system developed for Cheshire Forensic requirements to record and manage PACE DNA samples that are sent to external suppliers for analysis.
- **Foresight** will allow users to access, read, report, audit and delete data in line with MoPI guidelines.
- **I-Submit** is an online forensic portal that allows Forensic Services a single point of entry for the submission, enabling the tracking, authorisation, and management of all forensic submissions.
- The second phase of **Forensics Footwear Scanners** will ensure crime scene data (from CSIs) automatically flows from Niche into the National Footwear Database, enabling cross sharing of data between forces, improving regional and National intelligence links. This will help us solve more of the public's crime, quicker.

Outcomes

- A RASSO handbook, aligned to national principles, to increase the number of charges and deliver improvement in the criminal justice system.
- New technology to better serve our victims by recording and acting on agreed victim contact contracts, in parallel with a streamlined process for managing investigations.
- Improved identification and handling of Actionable Intelligence to reduce threats and deliver positive outcomes. Providing improved quality of intelligence submissions, better visibility of linked intelligence and improved outcomes for the people of Cheshire.
- Simplified and modernised solution for front-line officers access to timely and relevant information via an Intelligence Portal. Allows for quicker searching, reduces manual effort, provides dashboards, more efficient visualisation of tasks and workload and improved data quality.
- Improved stalking identification during a victim's initial contact with Police.
- Enhanced digital solution using force intelligence to draw links between crime scenes and people brought into custody.
- Faster and better results for the public across crime investigation.

Connected Constabulary and Innovation

The vision and mission for Connected Constabulary is to enhance and extend the digital capability to create a police force that feels enabled, empowered, and supported to protect and serve our local communities. This enables the delivery of a service to the public and maintaining communication. It keeps vital information flowing, overcome process and system inefficiencies and provide our Constabulary access to information to ensure we are “connected”.

The Connected Constabulary board will also provide the forum to focus on ‘Modernisation and Innovation’ across the corporate functions, including continuous improvements, consolidation and optimisation, with the purpose to manage enhancements to systems and demonstrate increased productivity and value for money.

Priorities

Automation (Robotics) - Automation has been used successfully for data de-duplication, Crown Prosecution Service cases and process improvements, such as reducing time for Crimestoppers submissions to be recorded as intelligence, and associated resource impact. There is further scope across both operational and back-office functions and the dedicated on-going project will drive this.

Align with national groups and other forces to keep abreast of **Artificial Intelligence** – continuing the work already being delivered around AI and Automation, we will continue to engage nationally to ensure we take advantage of this capability.

Data Analytics and Reporting – we already utilise PowerBI across the organisation, but there is a need to expand further and ensure that all areas of the force have access to timely data and reduce the time it takes to bring data together. This will make those teams more responsive, but will also ensure that processes can operate more efficiently.

LEDS (Law enforcement database) - a national project that will replace PNC and enhance the information available to law enforcement. This is a project that delivers in phases over several years with 2024 seeing the ‘property’ element switched off from PNC, with ‘drivers’ ‘vehicles’ and ‘persons’ to follow. Cheshire is now an “Early Adopter” for the ‘person’ phase, which is the 2nd tranche of Forces to go-live.

Situational Surveillance Awareness System (SSAS) - Cheshire will be one of the first Forces in the Country to roll out the Airbox application. This is a national project

delivering an asset tracking capability that gives a greater protection to the public from serious threats when they emerge.

Collision (PVC) Reduction – Pilot – a 6-month pilot to explore the benefits and disbenefits of installing dashcams in response vehicles, initially only in Crewe LPU. The potential outcomes include a reduction in PVC's leading to a decrease in injuries, costs for fixing and insuring vehicles and payment of insurance claims. This saves money for the public and enables better services to be available as a force.

Redaction is a key requirement, something identified via the Productivity Review, and we already extensively use Adobe products purchased via the national agreement, however, this remains largely a manual process. As an organization we will review the opportunities to automate, saving resource time, through newer tools that are now available. Preparation of evidence for court will be quicker, so cases will be progressed faster through the criminal justice system for the public.

Digital Case File and Digital Witness Statement is a national programme to improve the overall effectiveness and quality of the case file build and the end-to-end process. This will involve changes to the file build, using structured and unstructured data fields in Niche rather than MG forms, and a revised two-way interface with CPS.

Niche Data Quality, Linking & eRRD will focus on several disciplines to enhance the overall data quality in Niche. This includes the rollout of an Information Management strategy, defining a minimum standard for record creation, reviewing the data going into Niche, defining a searching strategy and the implementation of a formal audit routine.

The Criminal Justice Department have identified that they need to resolve a problem of increased demand from the Crown Prosecution Service in relation to the **text redaction** of case files. The organisation is currently exploring various options for implementation.

Digital Evidence Working Group – the group was established in April 2025 and aims to tackle digital-evidence-related issues, support the identification and implementation of possible opportunities to modernise processes and procedures, reduce waste demand and storage costs and improve adherence to evidential and data-related policies.

People & Finance Continuous Improvement will focus on enhancements to the suite of systems that support the People and Finance functions. This will include exploring opportunities for further integrations to reduce duplication and improve data quality, and a review of the performance reporting capabilities.

Attention will be placed on **Modernising Business Process** and the value stream element of change. By using analysis techniques, such as 'Business Process Improvement Mapping' and 'Problem Analysis' it will make sure problems or opportunities are clearly defined to then identify the right solutions.

Digital Leadership – the organisation recognises that through a continual programme of modernisation, there is a need to ensure digital leadership is in place. It can't be assumed that all levels of the organisation understand technology and the benefits it will bring, or, how different systems can potentially work together. A focus will be given in training to key roles across the organisation so that we can leverage digital assets and emerging technologies to achieve business goals.

Innovation will expand on the culture of creativity, curiosity and continuous improvement by developing breakthrough ideas, technologies and solutions that create value for the organisation. This will involve embracing technology and innovation to ensure the service is well-equipped to deal with current and emerging threats and exploit innovative new ways of working to maximise intelligence led policing, so police are present when and where they are needed most.

Intranet and Sharepoint initiatives will be aligned against organisational objections, identifying any communication gaps, document management issues and collaboration needs.

Outcomes

- Continued development of the Saab SAFE platform in-line with internal and public need, enhancing public contact.
- Expand the use of data analytics to further enable data driven decision, for example by identifying trends and enabling the Force to react quickly to changes
- Delivery of the LEDS project including cessation of use of PNC, enhancing the information available to law enforcement, providing modern enhanced capabilities, and a more efficient and secure way to access and manage data.
- Technical delivery of Situational Surveillance Awareness System, designed to empower front line officers with the tools and information they need to respond effectively and efficiently to a wide range of situations, ultimately contributing to improved safety and security.
- Expand the use of automation across the whole organisation, increasing our digital workers, making the organisation more efficient.
- A more efficient and effective text redaction method to reduce the administrative burden on front line Officers.
- Review further use cases for Artificial Intelligence and look to embed, making internal process more streamlined and efficient.
- An evidence-based business case for introduction of dashcams throughout the Cheshire Constabulary vehicle fleet, supports not only Police Vehicle Collision investigations but also complaints and criminal investigations.
- The implementation of Digital Case File is working to achieve better experiences and justice outcomes for the public by building and sharing high quality case information quickly, easily, securely, and digitally from policing across the criminal justice community.

- Improved data quality in Niche, providing our officers with the quality data they need to prevent and investigate crime effectively, enabling better decision-making and ultimately contributing to better policing outcomes.
- Streamlined workflows and business processes across departments.
- Development of Digital Leadership to ensure we make best use of digital assets and emerging technologies.

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