Home Office

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Chair, Public Accounts Committee
House of Commons
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Dear Chair

When I wrote to you on 31 October 2022, I provided an update on progress with the National Law Enforcement Data Programme (NLEDP) alongside a further update specifically on Public Accounts Committee (PAC) recommendation 5 regarding the Police National Database (PND). This was due to the other five recommendations having all been successfully implemented. I propose to continue to provide quarterly updates on that recommendation until we have successfully implemented it.

Progress with delivering the Law Enforcement Data Service (LEDS)
I am pleased to inform you that LEDS now has five products being used by policing, with the newest of these, LEDS Vehicles, entering into private beta with the police forces of Merseyside and Cheshire on 24 November 2022.

The private beta stage of release provides the opportunity to work in very close partnership with a number of "pioneer forces" whose users help us improve the product iteratively. We do this before we make the product available for wider adoption by all police forces and other Police National Computer (PNC) user organisations. This delivery approach has proven very beneficial with the LEDS products released earlier in 2022 and has resulted in a set of well-designed products. All of the LEDS products currently deployed are receiving excellent feedback from police users, as is the programme's seamless approach to transitioning users to the new LEDS products.

The National Law Enforcement Data Programme's overarching roadmap and anchor milestones remain on track with all LEDS product development to deliver PNC parity by Q1 FY24/25, full adoption to complete by Q1 FY25/26, and PNC decommissioning to commence thereafter in Q2 FY25/26. I previously informed you we successfully extended all areas of support from suppliers for PNC until March 2026 to ensure that it would remain robust and fully operational for the period of concurrent running while LEDS is being developed and deployed.

INVESTORS IN PEOPLE

While I am confident, given the good progress being made, that the programme should be able to maintain the current trajectory and meet these key milestones, at present the programme continues to self-report as AMBER/RED. Given the programme's complexity and its extensive range of external dependencies and enduring risk, this is in line with expectations. The Department and policing will continue to apply the appropriate level of rigour, scrutiny, and due diligence to all aspects of the programme and its delivery.

The programme is preparing for an **Infrastructure and Projects Authority (IPA) Gate 0 Assessment** that will complete in early February. The IPA previously assessed the programme as AMBER. The National Law Enforcement Data Programme will subsequently review the RAG status at the February Programme Board.

The programme remains highly complex and continues to manage significant risk in the following areas:

Two-Way Replication

The programme has made good progress on Two-Way Replication (2WR):

- The 2WR mechanism enables both the PNC and LEDS platforms to operate in parallel during the delivery and adoption phases to ensure that both systems contain current data until the decommissioning process can begin following LEDS achieving full parity with PNC. It also negates the need for officers to 'double key' data into both systems.
- The 2WR plan is now well-developed and delivery is progressing with the first milestone to make development environments available now delivered. The plan includes actions to address the recommendations made within the recent Technical Assurance reviews. Delivery is being managed closely at a senior level via a 'Tiger-Team' approach to support with oversight and tight governance to escalate risks to delivery.
- The current plan for 2WR includes two further key milestones. In May 2023 the production design should be complete, tested and assured and ready for approval to be deployed into PNC. In July 2023 the solution should be made available to police users via LEDS products.

PNC Change

The current PNC service is maintained by a small team of dedicated and highly skilled people, many of whom have served PNC and policing for decades. This team also develops all change aspects related to the PNC service.

- Over the past year, the PNC team has diminished in size largely through natural attrition. Because of the fundamentally legacy nature of the PNC technology, it is no longer possible to recruit the necessary skillsets to maintain or augment this team.

- This team is critical to the development and delivery of the LEDS 2WR capability and this is set as their primary delivery focus through to its delivery in July.
- The delivery of 2WR is critical for the successful delivery of NLEDP in advance of the retirement date of the PNC service on 31 March 2026. The PNC service cannot endure beyond this date as all vendors have confirmed that the technology and support capability have reached their limits.
- We are working with policing to reduce to the minimum the number of PNC change requests, to protect the PNC team and the NLEDP delivery timelines.

Resourcing

The programme has recruited over 180 people in the past 8 months. Effective escalation and senior level support have significantly improved our ability to onboard quality resource at pace. The programme still requires circa 120 resources to achieve full delivery strength and current competing priorities are starting to increase the risk in this area.

I would also like to provide an update on each of the LEDS products:

- **LEDS Audit** – this underpins all LEDS products including those already released and provides an audit capability far greater than available in PNC today. The product team have continued to deliver consistent improvements to the user functionality including a number of features to reduce the need to export data which both reduces risk and improves user efficiency. The use of the LEDS Audit solution is also being expanded beyond the local auditor users to include policing colleagues in Professional Standards Departments across pioneer forces.

- **LEDS Drivers** – since entering private beta with the forces in Cheshire and North Yorkshire, this product has now seen over 20,000 interactions. The Drivers project also secured a highly commended second place in the *Best Security, Defence or Law Enforcement IT Project of the Year* at the 2022 UK IT Industry Awards. On 15 December 2022, the Drivers product was successfully deployed into the first early adopter force. There are currently 750 LEDS Drivers enabled users across a range of forces. The programme is now preparing to transition a further 15-20 forces during Q1 2023.

- **LEDS Property** – this product was successfully migrated onto the new, strategic Law Enforcement Cloud Platform (LECP) on 31 October 2022 which provides increased resilience and availability. Having been in private beta with Bedfordshire, Cambridgeshire and Hertfordshire police forces, LEDS Property now has 635 LEDS enabled users across nine police forces. Our scaling plans are being implemented to increase these volumes further and we intend to onboard a further seven forces before the end of Q1 2023.

- **LEDS Vehicles** – the initial release to pioneer forces went live on 24 November 2022 entering private beta with Merseyside and Cheshire police forces. The development and delivery of the LEDS Vehicles product is a significant capability for policing and amounts to 30% of transaction volumes within the current PNC. The ability for policing and wider law enforcement to be able to assess Vehicles on the road and the respective occupants, is a critical tool in managing threat, harm, and risk. To date LEDS Vehicles has processed over 3000 interactions. Operational feedback on the product is excellent and we are working to increase user numbers further within the two pioneer forces to ensure it is fully stress-tested prior to deployment to early adopter forces during Q2 2023.

- **LEDS Wanted Person** – an initial release of this product is being developed that will enable users to search for national person records and update them with the latest person identity information and wanted reports. This will be the first of a suite of person products that between them will account for almost 60% of transactions in the current PNC.

- **Photographs at the Roadside** – has now exceeded over 1.44 million transactions. The 38 forces currently live with the service have as a result so far saved over 240k hours of police time between them. These efficiencies are achieved through faster ID checks and corresponding reductions in administrative time. Additionally, this has seen a reduction in the operational risk to frontline officers from being at the roadside with live traffic for prolonged periods.

5. ***PAC recommendation: The Department should write to the Committee when it has an approved business case for the PND setting out its plan, milestones and budget for expanding the use of the PND and ensuring police will be able to access PND data via NLEDS.*** This recommendation has a revised target implementation date of May 2023 due to a strategic change in PND scope and direction.

   5.1 The overarching scope of the Police National Database (PND) Programme remains transition of the current PND services away from Oracle and other legacy components and migration to the Law Enforcement Cloud Platform (LECP) in advance of the expiry of the incumbent PND supplier contract in March 2026.

   5.2 The programme delivered its first key benefit in December 2022 when a new user interface was deployed to address what users reported as a 'clunky, time consuming and unintuitive user interface'. Users' feedback has been overwhelmingly positive, with reports of a 50% reduction in time taken to identify and research persons of interest.

   5.3 The PND Programme Outline Business Case went before Home Office Finance and Investment Committee (FIC) on 15 December 2022. The FIC approved interim funding of £2.5m to May 2023. PND will go before FIC

again on 15 May 2023 to review the full business case and request further funding approval.

5.4   There will be an independent IPA Gate 2 review of the programme commencing on 3 March 2023.

5.5   The programme has updated the business case to improve alignment with the Home Office Digital Data and Technology (DDaT) strategy to adopt the Police Reference Architecture and to meet the objectives *of National Policing Digital Strategy 2020-2030: Digital, Data and Technology Strategy* (National Policing Digital Strategy – Police Digital Service (pds.police.uk)) In parallel, the Policing Data Strategy is currently under joint development by the NPCC and Home Office Public Safety Group and its outputs, when published in March 2023, will be incorporated into the business case.

5.6   I will provide an update to the Committee on the PND programme's high-level plans, key milestones, and budget once the full business case has been considered by the FIC in May 2023.

Finally, I am pleased to inform you that following an extensive recruitment exercise we have been successful in appointing Mark Gilmartin as the substantive full time Senior Responsible Officer (SRO) for the programme. Mr Gilmartin has considerable experience having worked with police forces in Lancashire and Kent and the Metropolitan Police Service. Since 2012 he has been the Director of Kent and Essex Support Services. He will take up his responsibilities in February replacing the interim SRO Simon Parr.

I hope this update is useful to the Committee. My next update will be in April 2023.

Yours sincerely,

Sir Matthew Rycroft
Permanent Secretary