



Meg Hillier MP
Chair, Public Accounts Committee
House of Commons
London
SW1A 0AA

31 October 2022

Dear Chair

National Law Enforcement Data Programme (NLEDP)

I am writing with my quarterly update on progress of the NLEDP against the six Public Accounts Committee recommendations. Since my letter of 29 July 2022, recommendations 1, 2, 3, 4 and 6 have been implemented. This letter provides an update on progress to deliver the Law Enforcement Data Service (LEDS) alongside an update on recommendation 5 about the Police National Database (PND). PND was removed from the scope of the programme.

Progress with the Law Enforcement Data Service (LEDS)

The LEDS programme continues to make good progress. Development activity is advancing well. LEDS Vehicles is due to be released in November 2022. This will join LEDS Property and LEDS Drivers which went live in March 2022 with a small number of “pioneer forces” to enable them to be refined and enhanced in the lead up to a wider release to more police forces. Feedback from policing on the quality of these products has been exemplary.

While the programme is making good progress, delivering LEDS and retiring the Police National Computer (PNC) continues to be complex and challenging. The programme has extensive internal and external dependencies on other programmes and services. These are being actively managed to reduce risk and ensure suitable mitigations are in place. The overarching roadmap and timescales remain on track with all LEDS product development delivering PNC equivalence due to complete during 2024, full adoption to complete during 2025, and PNC decommissioning to commence in 2025 and complete in 2026.

The programme does expect at times to need to adjust the delivery plan in light of emerging issues or opportunities. Our decision to take a Product Centric approach and break down LEDS into separate products and suites of products, provides the flexibility to adapt while protecting the overall programme trajectory. While there may occasionally be a need to delay some short-term milestones, this will also provide opportunities to bring forward the development or release of other capabilities within each product.

We are making progress with each of the LEDS products:

- **Photographs at the Roadside (P@RS)** – This service has now exceeded over 1 million transactions. The 36 forces currently live with the service have so far saved over 172k hours of police time between them. The P@RS product enables police officers to view the image of the driver held on a driving licence record by DVLA on their police issued mobile device. This dramatically speeds up the ability to establish the identity of the driver, reduces the risk from traffic to frontline officers at the roadside, and reduces administrative time.
- **LEDS Drivers** – This product went live with a number of “pioneer forces” at the end of March 2022. These forces are helping the team to refine and further develop the product in advance of making it available for wider adoption. Feedback on the product continues to be overwhelmingly positive and the number of uses has grown to nearly 2,000 per month. This product provides policing with rich data on drivers, including their entitlement to drive different classes of vehicle and endorsements or bans.
- **LEDS Property** – This product also entered into private beta with pioneer forces at the end of March and has continued to be refined and developed since then. On 28 September, the team successfully released an *Enhanced Search* functionality. This provides the ability for achieving richer search results that widen the possible matches and improves the possibility of a successful identification. The next critical milestone for LEDS Property is the migration of the product to our new strategic Law Enforcement Cloud Platform.
- **LEDS Audit** – This product underpins all the other LEDS products and provides the capability for rich data on how LEDS is being used and by whom. 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 reduces risk and improves user efficiency. The use of the LEDS Audit solution is also being expanded beyond local auditor users to include colleagues in Professional Standards Departments across pioneer forces.
- **LEDS Vehicles** – The initial release to pioneer forces for this product is currently targeting November 2023. The first release will allow users to search for a vehicle by a full vehicle registration number. The team are also exploring how to deliver the PNC functionality of the other sixteen vehicle search types.
- **LEDS Wanted Person** – The team are developing an initial release of this product that will enable users to search for national person records and update them with the latest person identity information and wanted reports. The team conducted user research in September and received valuable feedback from Police Scotland.

I turn now to updating you on two programme risks:

- **Two-Way Replication (2WR)** – this mechanism enables both the PNC and LEDS platforms to operate in parallel during the delivery and adoption phases. It is technically complex and is dependent on the availability of constrained PNC resources. The 2WR team is working closely with the PNC and Law Enforcement Cloud Platform (LECP) teams to identify delivery dependencies and mitigate issues. While the programme has made good progress on delivering this new functionality, some areas have proven to be more complex than first envisaged. The programme is currently reassessing the extent to which the planned January 2023 delivery date for 2WR is still achievable. At this stage the programme does not envisage any changes to the planned programme closure date as a result of the challenges around 2WR.
- **User Adoption** – a joint Police and Home Office team have secured the commitment of 38 forces to adopt the initial products so far. In addition, there has been positive engagement with Police Scotland, Police Service of Northern Ireland, and the Metropolitan Police Service. However, the risk remains that the programme will not complete full adoption by all police forces before the PNC is retired. We are working closely with police forces to integrate the LEDS Adoption Plan with their existing change portfolios and to support the delivery of the technologies required to facilitate the adoption by non-law enforcement agencies.

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 April 2023.

The PND Programme was due to be taking the updated full outline business case to the Home Office Finance and Investment Committee in Q4 2022. However, we have rescheduled this to April 2023 to allow the programme sufficient time to work through the reprioritisation of PND scope to complete the transition of the current PND service away from Oracle database technologies and into the Law Enforcement Cloud Platform in advance of the expiry of the incumbent PND supplier contract in March 2026.

In my previous update I listed actions that the programme needed to address following the review by the Home Office Portfolio Delivery Board. These actions have now been addressed/remediated by the programme team and will be considered as part of the business case approvals process.

The programme has also updated the business case to improve alignment with the Chief Technology Officer and the National Police Chiefs Council lead strategic direction. In parallel, the Policing data strategy is currently under review.

As this strategy evolves, the programme will determine what level of investment would be required in PND to ensure that policing continue to have access to the required data and to ensure an appropriate balance between investment in PND and other priority policing technology programmes.

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 FIC in April 2023.

In July I informed you that the programme would have Simon Parr as the interim Senior Responsible Owner (SRO) while recruitment progressed to find a substantive replacement for the previous SRO. At the time of writing this recruitment is ongoing and Simon Parr remains in post. In addition, we have appointed Emma Packenham as the substantive Programme Director working to Gordon Grace, Director: National Law Enforcement Data Portfolio. This was part of our commitment to increasing the level of experience and Civil Servant seniority in key roles delivering LEDS.

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

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Matthew Rycroft', with a long horizontal flourish extending to the right.

Matthew Rycroft
Permanent Secretary