

SCC Whitepaper



Delivering Police Reform with Collaboration

**A Whitepaper for Chief Constables, CIOs, CDIOs
and National Leaders**





Introduction

The Home Office reform whitepaper signals one of the most significant shifts in policing for decades.

It recognises what the sector already feels: demand is more complex, crime is digital and borderless, productivity must improve, and technology is now central to operational effectiveness.

The ambition for stronger national capability, modernised digital foundations, better value, and applied AI is clear.

What comes next is the harder task: turning national ambition into change that works in practice. Success will depend on execution: modernising legacy estates, unlocking data safely, embedding AI responsibly, and integrating organisations without disrupting frontline policing.

This is a call for structural change – one that requires capability, collaboration and partnership.

Collaboration Is Not Optional

A central message within the reform agenda is clear: policing cannot deliver this transformation alone.

The scale of integration, digital redesign and national alignment required goes beyond incremental improvement. It asks the sector to do things it has not done before.

That demands experience and meaningful collaboration with the private sector.

This should not be mistaken for outsourcing responsibility; it is about drawing on capability where it already exists - provided collaboration is transparent, governed and outcome-led.

The private sector brings:



Experience delivering integration at scale.



Commercial discipline in programme design.



Exposure to innovation across industries.



Skills that cannot be built overnight.



Modern policing faces complex challenges: rapidly changing digital threats, increasing volumes of data and evidence, and rising public expectations for transparency and service. Addressing these challenges will require not only new capabilities, but new ways of working as well as new structures.

Collaboration will be central to this effort. Government, policing organisations, academia and the private sector all have a role to play in supporting the successful delivery of reform. Collaboration with the private sector brings valuable experience in integration, digital transformation and innovation that can help accelerate progress when applied thoughtfully.

The task ahead is to ensure that this collaboration remains focused on solving real operational problems, providing value for money, and delivering tangible public safety improvements for the communities we serve.”

Tony Blaker

Chief of Staff, DDATCC

Where Reform Will Be Won or Lost

If collaboration is essential, it must focus where it matters most. Four conditions will determine whether reform succeeds:

1 Modern Digital Foundations

The reform agenda asks policing to integrate functions, consolidate capability and operate at a more national level. That cannot sit comfortably on estates designed for local autonomy and incremental change. Many environments remain tightly coupled, layered over years of urgent fixes and constrained investment. Attempting structural integration without re-engineering those foundations risks creating complexity faster than it removes it.

Modernisation in this context does not mean wholesale replacement. It means carefully decoupling systems so they can integrate cleanly, rationalising overlapping platforms, and introducing flexible, standards-aligned infrastructure that can support national operating models. Done properly, this creates the ability to integrate at pace, reduce long-term operating cost and provide the technical headroom required for applied AI and advanced analytics. Without it, reform will remain a design exercise rather than an operational shift.

2 Applied AI that Improves Productivity

The whitepaper signals intent to accelerate AI capability across policing. That intent is necessary. Criminal use of AI is evolving rapidly, and law enforcement operates within tighter regulatory and ethical constraints than those it seeks to counter. If AI deployment in policing remains fragmented or experimental, that gap will widen.

However, AI at scale is not the objective, but rather operational impact. That means identifying defined use cases grounded in real operational pressure; evidence handling, case preparation, demand visibility, and embedding capability into existing workflows rather than running it alongside them. It requires structured data, clear governance, and measurable productivity outcomes. When AI is implemented with precision and accountability, it reduces administrative burden and improves decision support. When it is deployed as a broad capability without operational anchoring, it consumes resource without shifting performance.



3 Secure, Interoperable Data

Collaboration across forces and functions depends on trusted data movement. Put simply, integration is about connecting systems, but it is also about aligning standards, embedding identity and access control, while maintaining full auditability across environments that may be converging for the first time. Expediency, particularly under budget and time pressure, can lead to heavy dependency on dominant platforms, limiting flexibility over time. Reform requires design discipline from the outset, ensuring that interoperability strengthens resilience rather than creating new forms of lock-in.

When data integration is designed deliberately, it enables genuine cross-force collaboration, reduces duplication and provides the visibility required for insight-led operations. Without it, consolidation becomes structural in name but operationally fragmented.

4 Disciplined Delivery at Scale

Structural reform increases uncertainty. During periods of uncertainty, transformation programmes often slow, fragment or overextend. The risk is not only technical failure but organisational fatigue. Reform at this scale must therefore be sequenced carefully. Leaders need clarity on what changes first, what stops as well as what starts, and how frontline continuity will be protected throughout transition.

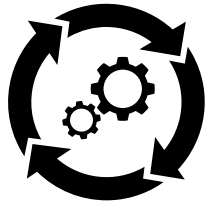
Testing new capabilities before scaling them, linking investment to measurable outcomes, and phasing integration in manageable stages creates credibility. Reform becomes a controlled transition rather than a disruptive overhaul. In an environment already under operational strain, that distinction matters.

Taken together, these conditions point to a simple reality: reform will reward focus. Broad promises of transformation will not be enough. What will matter is deep understanding of policing's operational constraints, careful design within fiscal and governance limits, and a consistent focus on measurable outcomes that strengthen productivity and trust.



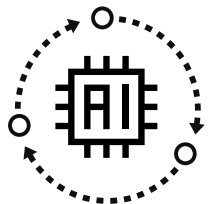
How SCC Would Support Reform in Practice

If reform is to succeed, collaboration with the private sector must be focused and disciplined. It should concentrate on clearly defined problems, operate within real fiscal and governance constraints, and demonstrate measurable progress rather than broad ambition.



Strengthening Foundations

Where digital estates are tightly coupled or overly complex, structural reform introduces additional strain. Our experience in large-scale separation and integration programmes has shown that progress depends on careful decoupling, creating flexibility in core systems without disrupting day-to-day operations. In the context of policing, this means working incrementally: identifying where integration pressure will land first, rationalising overlapping platforms, and creating architectural headroom that allows national alignment to occur safely. The objective is not wholesale replacement, but controlled redesign that enables reform to move without destabilising operational capability.



Making AI Operational

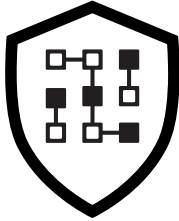
The priority is not to deploy capability widely, but to target specific operational use cases and measure impact clearly. That begins with assessing data readiness and governance maturity, identifying where structured data already exists, and defining a narrow set of use cases linked directly to productivity outcomes. Testing these use cases in contained environments before wider rollout allows performance, bias, and workflow impact to be evaluated properly. AI should be integrated into existing processes so that it supports professional judgement and reduces administrative burden. When measured against defined baselines, such as processing time, case preparation effort or evidence turnaround, its value becomes tangible rather than theoretical.



Policing is facing a scale of digital and structural change that cannot be delivered in isolation. Both the Police Reform White Paper and the National DDAT Strategy 2030 make clear that modernising our digital foundations, improving data access and strengthening capability across the system will require genuine collaboration. To achieve meaningful reform, we need disciplined partnerships that bring skills and experience we cannot build overnight. The focus must remain on solving real operational problems, improving productivity, and strengthening the service we provide to the public.”

Geoff King

Executive DDaT Lead, Gloucestershire Constabulary



Designing Secure Data Environments

Where reform brings organisations or functions closer together, integration must start with standards and control. Designing secure integration patterns, clarifying data ownership, and embedding identity management from the outset prevents short-term expediency from creating long-term dependency. Interoperability must be resilient, auditable and adaptable. Our role in that environment is to design within constraints; recognising procurement cycles, funding pressures and operational risk, so that collaboration strengthens capability rather than introducing fragility.



Delivering with Control

Structural reform cannot be executed as a single transformation programme. It requires sequencing, prioritisation and clarity on what will change first. We approach complex change by establishing measurable checkpoints, protecting frontline continuity and scaling only when evidence supports expansion. That includes defining success criteria at the outset and linking progress to operational metrics rather than abstract transformation milestones.

Experience across other highly regulated sectors, including national infrastructure and public services, has demonstrated that integration at scale succeeds when it is broken into manageable phases, aligned to clear outcomes and governed consistently. Those principles are directly applicable to policing reform, provided they are adapted carefully to the sector's operational realities.



The NPCC Policing Problem Book: A Shared Problem Set for Reform

The National Police Chiefs' Council's Policing Problem Book was created to bring clarity to the structural challenges affecting the service. Drawing on consultation across forces, operational leaders and scientific advisers, it identifies a set of systemic problems that drive inefficiency, operational pressure and missed opportunities for prevention.

The Problem Book shows that when policing agrees the challenges collectively, it becomes easier to focus research, innovation and investment on the areas that matter most. It also creates a shared framework for collaboration with government, academia and industry.

For partners outside policing, the Problem Book confirms collaboration must focus on solving real operational challenges, not promoting generic transformation programmes.

Across the thirteen problems identified in the book, five themes stand out as particularly important for industry collaboration.





Digital Evidence and Investigative Workload

Digital evidence now features in the vast majority of investigations. CCTV, mobile devices, cloud platforms and multimedia content generate enormous volumes of data that must be secured, processed and analysed.

Much of this work remains manual. Officers and analysts spend significant time transferring files, reviewing footage and managing evidence across fragmented systems. The result is investigative backlog, slower case progression and extended delays in returning devices to victims.

Progress will depend on moving from manual evidence handling to automated and scalable processing.

Opportunity for Change:

A force introduces automated digital evidence workflows supported by cloud-based processing and AI-assisted analysis. Evidence from multiple sources is captured in consistent formats, triaged automatically and integrated directly into case management systems.

Outcomes:



Reduced manual processing time for digital evidence.



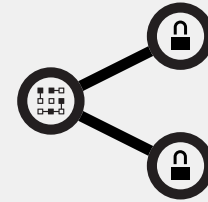
Faster investigative timelines.



Shorter device return times for victims.



Improved evidential consistency across cases.



Secure Data Sharing and Interoperability

Policing in the UK operates across forty-eight independent forces, each with its own operational systems and data structures. This fragmentation makes collaboration more difficult and often requires officers to manually duplicate information across multiple systems.

The Problem Book highlights how inconsistent formats, incompatible platforms and fragmented governance create barriers to effective information sharing.

Reform will require secure, standards-based interoperability that enables information to move safely between systems and organisations.

Opportunity for Change:

A cross-force integration layer is introduced to enable secure, standards-aligned data sharing between operational systems. Information from investigations, intelligence and digital evidence platforms can be accessed through controlled interfaces rather than replicated across systems.

Outcomes:



Reduced duplication of data entry across systems.



Faster information sharing between forces.



Improved investigative coordination.



Stronger auditability and data integrity.



Digital Public Contact and Service Delivery

Public expectations for policing services continue to evolve. Citizens increasingly expect to interact with services digitally, while traditional channels such as emergency calls and control rooms remain under pressure.

The Policing Problem Book highlights the growing complexity of public contact, spanning emergency calls, non-emergency reporting, online services and social media engagement. Many systems supporting these interactions are aging and difficult to scale.

Improving digital service delivery is essential both for operational efficiency and for maintaining public confidence.

Opportunity for Change:

A force introduces an integrated public contact platform that connects online reporting, call handling and digital communication channels. Automated triage tools classify requests, route them to the appropriate teams and integrate structured data directly into operational systems.

Outcomes:



Reduced demand on control room staff.



Faster response times for non-emergency



Improved quality of structured operational data.



Increased citizen satisfaction with digital services.



Technology-Enabled Crime and Cyber Capability

Criminal activity is increasingly shaped by digital technology. Online exploitation, malicious communications, synthetic media and cyber-enabled offences are becoming more prevalent and more complex.

Policing must develop the capability to detect, investigate and prevent these threats while operating within strict legal and ethical frameworks.

This requires not only specialised tools but also collaboration with organisations that have experience responding to complex digital threats.

Opportunity for Change:

A cyber investigation platform is introduced to help investigators identify patterns across malicious communications, online activity and digital financial transactions. Advanced analytics tools highlight connections between cases and support proactive detection of emerging threats.

Outcomes:



Faster identification of cyber-enabled offences.



Improved coordination across investigative teams.



Increased disruption of organised digital crime networks.



Innovation, Evaluation and Scalable Adoption

Policing has a strong history of adopting new technologies, but the process for testing and evaluating innovation is often fragmented. Promising solutions may be trialled in individual forces without a consistent framework for evaluation or scaling.

The Policing Problem Book calls for more structured approaches to innovation, including controlled environments where technologies can be tested and assessed before wider adoption.

This is particularly important for emerging capabilities such as AI, where governance, transparency and measurable impact must be clearly demonstrated.

Opportunity for Change:

A structured innovation environment allows forces to trial new technologies using representative operational data. Solutions are evaluated against defined success criteria before being considered for wider adoption across forces.

Outcomes:



Faster identification of technologies that deliver operational value.



Reduced duplication of experimentation across forces.



Clearer evidence to support national adoption decisions.

Solving Local Problems, Creating National Capability

The challenges described in the Policing Problem Book are shared across forces. Addressing them effectively requires collaboration that recognises both local operational realities and national strategic priorities.

Progress will often begin within individual forces. However, the greatest value comes when lessons learned locally can be shared and adopted across the service.

This “solve locally, benefit nationally” approach allows policing to build capability more quickly, reduce duplication of effort and create solutions that work at scale.

It also provides a clear foundation for collaboration between policing and industry: focusing on defined operational problems, testing solutions carefully and scaling what works.



A Long-Term Commitment to UK Policing

Reform requires partners who are stable and invested for the long term. SCC is part of Rigby Group, founded in 1975 by Sir Peter Rigby. What began as a £2,000 venture has grown into a £3.7bn enterprise employing over 9,000 people, deeply rooted in the UK. For more than 50 years, the Group has remained 100% family owned. One in five SCC colleagues have served more than a decade.

Family ownership enables long-term thinking around prioritising resilience, reinvestment and responsibility. Rigby Group remains deeply committed to supporting UK Policing, with sustained investment in public sector, digital capability and enterprise through the Rigby Foundation and associated initiatives.

Reform in policing is not a short-term programme. It is a structural shift requiring stability and sustained commitment and SCC is prepared to support that journey.

“ Reform in policing is about strengthening the institutions that protect our communities. As a family-owned UK business, we believe we have a responsibility to support that mission with commitment and care. Real change of this scale depends on trusted collaboration between the public and private sectors. We are investing our experience, our people and our long-term focus to help policing deliver reform successfully and sustainably.”

James Rigby
SCC Chairman

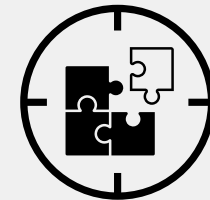




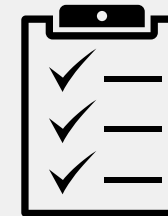
Reform Will Be Delivered Through Collaboration

The reform agenda recognises that policing cannot achieve this transformation alone. Private sector collaboration would provide a transformational difference in achieving reform ambition.

Within that collaboration, police leaders are looking for:



Delivery experience



Applied discipline



New ways of thinking



Genuine commitment

Together, we have an opportunity to strengthen productivity, resilience and collaboration across policing for the next generation.

If this paper has helped frame your thinking, the next step is simply to continue the conversation.

If you're interested in learning more about how we can support your plans for reform, please get in touch.

About SCC

SCC is a strategic technology partner to the UK public sector, with over 50 years of experience supporting public organisations and their partners. Our mission is to enable better support through technology, aligning our capabilities with your priorities to deliver, improved outcomes, operational resilience and a secure, productive workforce.

We have a proven track record in delivering scalable, secure, and clinically aligned infrastructure. Recognised by ISG as a leader in managed end-user technology services, SCC leverages strong partnerships with Microsoft, IBM, Lenovo, Dell, Cisco, ServiceNow, HP and others. Our embedded advisory, managed services, and innovation hubs across the UK and over 10,000 staff globally ensure we deliver value where it matters most.

