

LINCOLNSHIRE POLICE



DIGITAL AND DATA STRATEGY

2025-30





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Introduction and Welcome from the DCC



As your Deputy Chief Constable I want to reiterate our strategic ambition which is “to create an outstanding local police service, that is passionate about serving the public, caring for its people, and constantly improving how it protects our communities; working in partnership to secure a safe and resilient Lincolnshire.

To do this right, I know that our digital and data capabilities are paramount in underpinning the Force,

ensuring that we have the very best technology, tools, equipment and digital literacy across our organisation. Whilst digital and cyber are real threats of harm, we need to ensure we have the very best digital and data capabilities on the front line and across our professional services to keep our communities safe.

This Digital Strategy sets out our vision for how we will utilise digital and data to drive innovation across our wider organisation, ensuring that every digital investment empowers our people, improves our processes and contributes to a highly capable and digitally enabled workforce.

Finally, we are committed to driving high performance through clarity of direction, high expectations, meaningful feedback, and a shared sense of purpose. By aligning individual and organisational goals, we will continue to deliver the highest standards of service to the public. This digital strategy is our commitment to you—our people. Together, we will build a stronger, more resilient, and more capable digitally and data enabled force for the future.

DCC Chris Davison
Deputy Chief Constable



Introduction and Welcome from the CTIO



Thank you for taking the time to review our refreshed and renewed Digital and Data Strategy 2025-2030 – with clear alignment to the National Policing Digital Strategy 2025-2030.

I am extremely honoured and proud to work for Lincolnshire Police once again having started my career with the Force back in September 2001 serving to circa 2004.

I proudly rejoin Lincolnshire Police in the role of Chief Technology and Information Officer (CTIO) from March 2024, circling back to my roots bringing a wealth of knowledge, experience and digital knowledge and skills back to Force some 21 years later.

I feel truly fortunate and honoured to return to Lincolnshire Police in the role of Chief Technology and Information Officer (CTIO), and I see this as a real opportunity to transform local and national policing utilising digital and data technologies.

I am a true believer that People, Process, Technology, and Culture are the key ingredients for success, where in all honesty, the Technology should be 4th in order of priority. Do we have the right people, the right processes and the right culture before we even think about the technology. The technology should be the enabler, not the only primary focus.

I very much look forward to collaborating with you all and looking to the future which will firmly align to the wider Force ambitions, priorities and aims to drive the wider effectiveness and efficiency of Lincolnshire Police - Proud to Lead, Ready to Serve, Committed to Safer Communities. This strategy is based on the National Policing Digital Strategy 2025-2030, and it hopefully demonstrates how we collectively as Lincolnshire, can drive and work towards its National success.

My promise to you all is genuine support, clarity of direction and high expectations with courage, openness, fairness, and inclusion at the core of Digital and Data and everything we collectively achieve together.

Mark Atton
Chief Technology and Information Officer (CTIO)



Our Key Digital Ambitions...

AMBITION



To create an **outstanding local police service**, that is passionate about serving the public, caring for its people, and constantly improving how it protects our communities; working in partnership to secure a safe and resilient Lincolnshire.

VALUES



Courage, Respect and Empathy, and Public Service are at the core of Lincolnshire Police. We are passionate and proud to serve our communities, and we value all our dedicated colleagues who seek to achieve and maintain the highest standards of policing for our county.

**1** To protect the public and the communities we serve

**2** To provide a seamless and consistent citizen experience

**3** To enable our entire workforce through digital

**4** To work collaboratively and form strategic partnerships with technology partners

**5** To drive a public sector seamless eco-system

Our Key Enabling Digital Pillars...

LEADERSHIP



Three principles of consistent leadership:

**Genuine support**

**Clarity of direction**

**High expectations**

**1** Data, Intelligence and Innovation led

**2** Strategic alignment locally, regionally and nationally

**3** Modern, resilient, secure, and dependable IT Infrastructure and Service Management

**4** Connected technology eco-system

**5** Cyber, Security and Risk Focused

**6** People Centric – investing in our people, attracting and retaining the best talent, knowledge and skills

**7** Open Digital Marketplace

Our Underpinning Priorities...

Key Principles

The key principles within the Police and Crime Plan are

- Community safety and prevention in partnership
- Listening, responding and being accountable
- Protecting and supporting victims and the vulnerable
- Policing that works

PRIORITIES



Modern Policing
Smart, fast and efficient

**Our People**
Skilled supported and proud

**Stronger Communities**
Visible, connected and trusted

**Quality of Service**
Getting it right first time

FOUNDATIONS



**Preventing crime and attacking criminality**

**Caring for victims**

**Protecting children and vulnerable people**

**Building confidence in policing**

National Policing Priorities

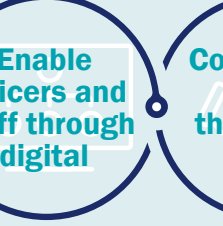
Industry Priorities

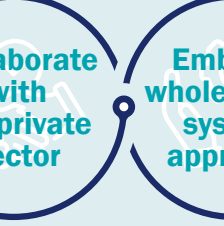
Our 5 Key Digital Ambitions to 2030...

Our Digital Strategy aims to underpin and contribute to the five key ambitions which set out our overarching Lincolnshire ambition to create an outstanding police service, that is passionate about serving the public, caring for its people, and constantly improving how it protects communities; working in partnership to secure a safe a secure Lincolnshire.

**Protect the public**

**Seamless citizen experience**

**Enable officers and staff through digital**

**Collaborate with the private sector**

**Embed a whole public system approach**

**1** To protect the public and the communities we serve

**2** To provide a seamless and consistent citizen experience

**3** To enable our entire workforce through digital

**4** To work collaboratively and form strategic partnerships with technology partners

**5** To drive a public sector seamless eco-system

How do these Digital Ambitions work together?

- All the ambitions directly relate to protecting the public and our communities as the core ambition, they operate in a cycle, each adding further value to the next. We must achieve them all, to successfully deliver this strategy.
- We can better protect the public through the public themselves having a better seamless citizen experience when they engage with Lincolnshire Police
 - We can provide a more effective seamless citizen experience through enabling officers and staff through digital, data and technology training, tools and support
 - We can operationally enable officers and staff through digital more fully, through collaborating with the private sector to create or provide the required digital resources, technologies and sector wide solutions
 - We can collaborate with the private sector at scale, in an affordable, efficient and sustainable way through embedding a whole public sector approach to make the policing sector a more cohesive,
 - We can embed a whole public sector approach through ensuring protecting the public is at the heart of all our decision making, to drive alignment and prioritisation

1. To protect the public and the communities we serve

We will harness the power of digital to proactively identify and manage the risk of harm to better protect the public

Our approach will be to:

- **Core Technology** – Exploit seamlessly interlinked core police systems namely; Records management, Command and control, Enterprise Resource Planning (ERP), Finance, Human Resources, Learning and Development and others, to enable policing to drive value across its digital estate to improve policing outcomes
- **Core Data** – Ethically and accurately capture and convert every single piece of intelligence and evidence available to policing, into universally re-usable police datasets, to help manage threat, risk, harm across all policing use cases
- **Core Security** – Secure all police networks and systems to enable the confidentiality, availability and integrity of police data.

We will do this through our 7 Key Enabling Digital Pillars

- 1 **Being data, intelligence and innovation led – through the Innovation and Creativity strategic board**
- 2 Ensuring strategic alignment locally, regionally and nationally and collaborating with our neighbouring Forces
- 3 **Building modern, resilient, secure, and dependable IT Infrastructure and embedding a formal Service Management framework such as ITIL**
- 4 Enabling a connected technology eco-system
- 5 **Being tenacious in our approach to cyber, security and our relentless risk focus**
- 6 Investing in our people and embedding an inclusive culture at the core – investing in our people, attracting and retaining the best talent, knowledge and skills
- 7 Promoting an open digital marketplace in digital policing

2. To provide a seamless and consistent citizen experience

We will provide citizen-centric digital services, offering the public a choice of accessible engagement options while responsibly connecting data across departments and organisations

Our approach will be to:

- **Public Contact** – Enable local communities to connect with Lincolnshire Police through a range of direct and self-service digital engagement channels that are inclusive and widely accessible
- **Integrated Data** – Connect citizen data across departments and organisations to add value without incurring any additional friction to the public or their data rights
- **Open Data** – Responsibly manage and securely share data with partner organisations to enable better public services whilst maintaining public trust and confidence in policing

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- 7 Promoting an open digital marketplace in digital policing

3. To enable our entire workforce through digital

We will equip our entire team, from leaders to front-line staff, with the necessary digital knowledge, skills, and tools

Our approach will be to:

- **Digital Tools** – Equip all officers and staff with necessary fully interoperable digital solutions and training to fully carry out their role to the best of their abilities
- **Process Efficiency** – Provide every opportunity for officers and staff to focus on critical, value add manual tasks, making greater use of their specialist skills and knowledge
- **Digital Leadership** – Continuously enhance the skills of all levels of leadership to ensure consistency

and quality in critical digital decision making and governance

We will do this through our 7 Key Enabling Digital Pillars...

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- 6 **Investing in our people and embedding an inclusive culture at the core – investing in our people, attracting and retaining the best talent, knowledge and skills**
- Promoting an open digital marketplace in digital policing

4. To work collaboratively and form strategic partnerships with technology partners

We will collaborate with the private sector to ensure they have a role in enhancing public safety, through securing effective contracts that deliver timely and budget-compliant solutions

Our approach will be to:

- **Buy Once** – Provide industry with ability to engage with, and sell, sustainable services or reusable capability platforms (rather than single use point solutions) into, policing once and for all of policing (rather than 43+ times) with nationally aligned and efficient contract cycles
- **Adopt Standardised Solutions** – Leverage private sector collaborations to engage early, in compliance with Procurement Act 2023 regulations, to scope policing problems before moving on to identifying desirable, feasible, viable, sustainable and scalable solutions which comply with technical and security standards
- **Strengthen Partnerships** – Build strong private sector relationships, developing effective methods of sharing people, skills and knowledge to support a joined-up approach to recruitment, retention and upskilling within policing and industry

We will do this through our 7 Key Enabling Digital Pillars...

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- 7 **Promoting an open digital marketplace in digital policing**

5. To drive a public sector seamless eco-system

We will promote openness and alignment between policing and public sector partners

Our approach will be to:

- **Public Sector Collaboration** – Partner with other public agencies using shared data to seek shared beneficial outcomes for the public, through regular strategic alignment
- **One Sector** – Cohere policing requirements into a single intelligent 'digital police customer' able to reap the benefits of operating at scale with one, consistent voice and approach to identifying best practice across public and private sector
- **Service Integration** – Establish effective arrangements to co-consume modern capabilities across the policing and wider public sector in an effective and efficient way

We will do this through our 7 Key Enabling Digital Pillars ...

- Being data, intelligence and innovation led – through the Innovation and Creativity strategic board
- Ensuring strategic alignment locally, regionally and nationally and collaborating with our neighbouring Forces

- Building modern, resilient, secure, and dependable IT Infrastructure and embedding a formal Service Management framework such as ITIL
- 4 **Enabling a connected technology eco-system**
 - Being tenacious in our approach to cyber, security and our relentless risk focus
 - Investing in our people and embedding an inclusive culture at the core – investing in our people, **attracting and retaining the best talent, knowledge and skills**
- 7 **Promoting an open digital marketplace in digital policing**
 - Ensuring we have a place **at the local, regional and national table**



Our 7 Key Enabling Digital Pillars...

Our Digital Strategy has seven digital pillars which set out our plans, priorities and deliverables for the period 2025 through to 2030. We will conduct annual reviews, in line with the National Policing Digital Strategy 2025-2030 to ensure that our priorities remain fit for purpose and relevant to the challenges facing policing, both locally, regionally and nationally at the time



1. Data, Intelligence and Innovation led

We must ensure transparency and build trust with our data – and value this as an asset second to our People

We strive to offer a Digital and Data Directorate that values data and intelligence so to enable the Force

to make informed decisions around physical resources, financials and wider planning initiatives. Data

will be valued, second to our people, with a clear responsibility of data governance, stewardship and

overarching data quality driving a single point of truth.

Our data governance will ensure data integrity and data security through policies, standards and procedures for data collection, ownership, storage, processing and use.

Our data stewardship will ensure the management and oversight of our data assets to drive quality, integrity and security throughout their lifecycle.

Our approach will be to:

- **Digital quality** – services or solutions implemented should have a net benefit on data quality within policing as a whole
- **Collect once** – reducing the burden on local policing to provide timely quality data by harnessing the power of analytical tooling to draw meaningful operational insights
- **Automation by default** – productivity should be prioritised in solution design, to ensure where human intervention is required, this is to add value whilst still being able to scale with demand

We will do this by:

- Identifying **key information asset owners** for all supported applications and services holding Force data – asking those asset owners to take an active role in their data management responsibilities
- Ensuring that we **master data** in core centralised applications and reduce the reliance on local datasets and ‘off grid’ processing
- Ensuring that we **capture, store, dispose** data in line with GDPR legislation

- Providing an **innovation capability** to drive improvement across the Force

2. Strategic alignment locally, regionally and nationally

We must align on a national vision for digital policing and ensure local architecture aligns to the national landscape

We strive to offer a Digital and Data Directorate that values collaboration and sharing of excellence through economies of scale. We will continue to foster our relationships with our neighbouring Forces, our commercial agreements with EMSOU and wider NICHE collaborations.

We will work closely with the Home Office and other partner agencies, forums and boards to drive a strategic alignment within Lincolnshire, being on the front foot of local, regional and national programmes and projects. We will promote technologies that allow ease of interoperability with appropriate safeguards and risk appetite.

Our approach will be to:

- **Enable a national enterprise architecture for policing** – this approach will promote a focus on ‘re-purpose, before buy, before build’ for digital solutions
- National strategy alignment – all national strategies involved in the provision of digital, data and technology components should ensure reference to and be in alignment with this strategy
- **Roadmap compatibility** – all products and services offered to policing should have a roadmap that aligns to the national policing strategy

We will do this by:

- Working with our **local and regional Forces** to share ideas, expertise, intelligence and resources
- Ensuring we are aligned to the **national programmes and projects** for digital policing in the UK
- Designing our **digital solutions** so to ensure that we can ingest and support data with the appropriate safeguards
- Ensuring that any **commercial off the shelf products and services** are aligned to our local design and technical standards and risk appetite

3. Modern, resilient, secure, and dependable IT Infrastructure and Service Management

We must reduce the complexity, environmental impact and cost resulting from legacy data and technology infrastructure with the necessary service management framework applied

We need our core digital infrastructure to be the arterial backbone of the Force, and with that said, we need to ensure that we are continually investing and reducing inherent risks and single points of failure across our core infrastructure and operations.

We will balance risk to our operations by adopting a case-by-case approach for cloud adoption, making a solid recommendation based on the inherent risks, cost, interoperability, and longevity of the solution.

Our approach will be to:

- **Leaving legacy behind** – a phased transition from outdated digital infrastructure and datasets to modern solutions which meet minimum acceptable digital standards, at the earliest commercially viable opportunity
- **Formal service management** to ensure a robust digital and data capability aligned to an industry framework
- **Digital standards** – manage a system of minimum acceptable digital standards across policing, promoting sustainability, interoperability, transparency, and responsibility
- **Fit for future** – develop digital products and services which align with minimum acceptable digital standards and risk appetite

We will do this by:

- **Identifying risks** in our core Infrastructure and Operations so to ensure we have appropriate mitigation in place, and that impact and probability are documented and fully understood
- Planning and delivering to **our projected capital delivery plan** to remove and reduce legacy infrastructure risks across our digital estate
- Implementing core processes from the **Information Technology Infrastructure Library (ITIL)** framework to ensure we are providing repeatable, consistent, and quality digital services to the Force
- Being tenacious in our approach to the **availability, security and integrity** of all digital services to the Force

4. Connected technology eco-system

We must empower our officers and staff with data and information when and where they need it, with interoperability at the core of connected technology

We need to ensure that our communities, front-line officers and enabling professional services staff are equipped with the right tools, at the right time, for the right job or task. We need to ensure that data is not duplicated, that paper manual processes don’t feature in an end-to-end process, or that we miss opportunities for efficiency, creativity and innovation.

We need to ensure that all business processes, from the point of contact, are seamlessly captured and workflow to the correct team or receiving process, so that we are joined in our efforts, enabled by appropriate digital and technology channels. We should offer choice to our communities so that they feel fully supported and we are accessible to them when the need us the most in their time of need.

Our approach will be to:

- **Solve once** – local innovations should prioritise seamless integration of data and technology to ensure they contribute towards a national architecture approach to ensure greatest benefit realisation
- **Guide interoperability** – invest in the development of seamless data sharing and integration between different systems and agencies
- **Commitment on standards** – work with policing and other private sector organisations, to develop and implement national digital standards around interoperability as standard

We will do this by:

- Working with our **technology teams and suppliers/partners/supply chains** so that we don’t offer a Lincolnshire bespoke solution, where this isn’t most appropriate and national solutions are available
- **Listening and responding to our colleagues on the front line** to understand their pressure and pain points with technology and digital adoption
- Working with our **communities and members of the public** to ensure that whatever the ask, we are here to serve their specific need when they need us the most – be that through digital or traditional contact methods
- Recognise and acknowledge that **digital by default** is not always the best solution

5. Cyber, Security and Risk Focus

We must maintain public trust by securing our data and digital estate by applying a consistent, proportional approach

The world as we know it is changing due to global and national volatility. We know that cyber crime is an

emerging threat, both to our organisation and to the communities and members of the public we serve, keeping them from harm of digital exploitation and violation. As an organisation, we know that policing is not immune from cyber threats, and more so now than ever before, the risks are ever increasing in terms of complexity and impact. As a society, we are ever more reliant on digital in all aspects of our lives. We have a duty of care to ensure that we safeguard public data from criminal worlds and strengthen our defence from a cyber attack or cyber warfare.

Our approach will be to:

- **Balancing risk** – manage risks effectively by cultivating the necessary skills and culture to secure our data and technology
- **Defending as one** – protecting policing against attacks, detecting security events and minimising the impact of incidents
- **By design** – implement Secure by Design practices from the outset of any product development cycle

We will do this by:

- Ensuring that we maintain sight of our **risk profile** and implement any risk mitigation
- Strengthening our focus on **cyber security** patching and being vigilant on the use of 3rd party provided software
- Ensuring we have robust **business continuity and disaster recovery** plans, and those plans are regularly tested and rehearsed, learning and continually improving our response for the future
- Providing the necessary **assurances** as part of digital procurement exercises and business cases
- Working with **government agencies** such as the National Cyber Security Centre to implement best practice
- Expanding our **cyber resilience resources and capability** in our digital and data teams

6. People Centric – investing in our people, attracting and retaining the best talent, knowledge and skills

We must identify, develop, and position the current and next generation of data and technology talent across our workforce to drive progress

We strive to build a workforce which is representative of our communities and one which is skilled, talented and competent to undertake the variety of roles within policing. Our attraction strategies for Digital and Data must ensure that we take every step to achieve this, and our retentions strategies must be attractive yet

affordable to offer an array of benefits to all colleagues so that they want to stay in Lincolnshire Police as a force of choice to build and develop their career.

Our approach will be to:

- **Thinking digital** – developing digital and data teams and empowering the wider workforce, including senior leaders, to consider relevant impact factors and consequences in digital decisions
- **Benchmarking skills gap** – mapping the skills gap required to meet digital policing requirements
- **Skills investment** – industry collaboration with policing to support digital workforce recruitment and retention

We will do this by:

- **Aligning our roles and structure** to recognised disciplines across the digital and data landscape
- Creating **engaging attraction and positive action campaigns** for staff, officers, transferees and volunteers to not only build a workforce representative of our communities, but one which is skilled and competent to deliver high performance
- Improving the use of **performance management** tools to ensure that line managers are confident and competent in handling cases of poor performance – through CPD inputs, relevant courses and a digital 'Bite Size' learning package
- Understand our **technology and skills gaps** and address these as appropriate
- **Drive an inclusive culture** of genuine support, clarity of direction and high expectations with courage, openness, fairness, and inclusion at the core of digital and data
- Build a **scalable digital and data capability**, aligned to industry best practice with in-built career progression

7. Open Digital Marketplace

We must cultivate a vibrant, competitive and open digital market that drives value and innovation to solve real-world policing challenges in a responsible way

We will endeavour to drive our engagement with the technology sector and across national policing bodies to take a collective approach to problem solving. We must enable the sharing of policing challenges for wider technology sector consumption, therefore driving solution development and innovation into production ready and scalable capabilities.

Our approach will be to:

- **Engage early** – engage with industry and national policing bodies to collectively define policing problems, enabling the digital marketplace to collaborate on developing problems through premarket engagement into effective solutions for policing, with users at the centre
- **Intelligent customer** – single strategic approach to industry collaboration around policing requirements, benefits, priorities, and procurement
- **Bridging the gap** – collaborating with SME's, trade associations and other members of industry to collectively solve policing challenges and scale strategically supported innovations into production

We will do this by:

- Working with the **Police Digital Service (PDS)** and other **partner organisations**
- Seeking to express **policing challenges** for wider appreciation and awareness
- Adopting **national technology solutions to solve local policing challenges**
- Driving **value through collaboration** with neighbouring forces to promote **knowledge sharing and wider economies of scale**
- Ensuring we have a place **at the local, regional and national table**

Digital and Data Governance...

Our Digital Strategy is more than just a document – it is a commitment to every person who either interacts with or works within Lincolnshire Police. It reflects our belief that digital and data enablement is the key

to a resilient and capable police force, aligning with our public expectations, whilst ensuring the availability, security and integrity of all digital services to the Force.

To ensure this strategy delivers its promise and provides lasting impact, robust governance will be at its core. Clear accountability, regular reviews, and transparent reporting mechanisms will guide our progress

and keep us aligned with our goals. We will listen, learn, and adapt—driven by evidence, informed by feedback, and focused on outcomes.

To ensure our strategy is successful, we will monitor and measure effectiveness in various ways as set out in relation to each theme above. Data to measure our impact and successes will be presented at quarterly

Digital and Data Boards which are then further highlighted at quarterly Strategic Performance Boards.

This enables our leadership teams, staff networks and staff associations to be updated and provides the opportunity to scrutinise data and narrative to assess performance against deliverables.

This is a shared journey. Our success will depend on leadership at every level, collaboration across teams, and a collective commitment to our values.

Together, we will create a workplace where people feel proud, supported, and empowered to make a difference—today and into the future.



