

**National Policing Data and Analytics Board (NPDAB)
Record of meeting held on Tuesday 10th December 2024 at
50 Broadway, London, SW1H 0BL and via Teams**

The following members attended the meeting in person:

DCC Chris Todd (CT) - Co-Chair, National Policing Data and Analytics Board (NPDAB)

****S40(2)**** - Interim Head of Data, Centre for Data and Analytics in Policing (CDAP)

****S40(2)**** - Interim Head of Analytics, Centre for Data and Analytics in Policing (CDAP)

****S40(2)**** Programme Manager, Centre for Data and Analytics in Policing (CDAP)

****S40(2)**** Principal Analyst, Centre for Data and Analytics in Policing (CDAP) Rachel

****S40(2)**** - Analytics Lead, Centre for Data and Analytics in Policing (CDAP)

****S40(2)****

****S40(2)**** - Programme Support Officer, Centre for Data and Analytics in Policing (CDAP)

****S40(2)**** - Programme Support Officer, Centre for Data and Analytics in Policing (CDAP)

****S40(2)**** - Data Responsibility Workstream Lead, National Policing Data and Analytics Board (NPDAB)

****S40(2)**** - Data Protection Officer, National Police Chiefs Council (NPCC)

Claire Vickers-Pearson - Data Skills Workstream Lead, National Policing Data and Analytics Board (NPDAB)

****S40(2)**** Senior Organisational Development & Change Manager, National Police Chiefs Council (NPCC)

****S40(2)**** - Policing Standards Manager, College of Policing

****S40(2)**** - Deputy Director Digital Communications Capabilities Unit, Home Office Bethan Page-

****S40(2)**** - Head of National Police Capabilities Unit, Home Office

****S40(2)**** - Head of National Crime and Justice Lab and PSG Data Team, Home Office

Rachel Tuffin (RT) - Director of Knowledge, Research & Education, College of Policing

****S40(2)**** - Unit Manager, National Police Freedom of Information Data Protection Unit

****S40(2)**** - Data Sharing Coordinator, National Police Chiefs Council (NPCC) and Deputy Data Availability Workstream Lead

****S40(2)**** - Head of Data, Metropolitan Police Service (MPS)

The following members attended the meeting online:

****S40(2)**** - DDaTCC Coordinator, National Police Chiefs Council (NPCC)

****S40(2)**** - Policy Assistant, Association of Police and Crime Commissioners (APCC)

****S40(2)**** - Association of Police and Crime Commissioners (APCC)

****S40(2)**** - Temporary Deputy Director Chief Data Office, National Crime Agency (NCA) Kirsty

****S40(2)**** - Custody Images Programme Manager, Police Digital Service (PDS)

Stephen Russell (SR) - Director of Data, Strategy and Technology, Warwickshire Police

****S40(2)**** Head of Data, Police Digital Service (PDS)

****S40(2)**** - Business Architecture, Design & Transformation, Principle One Cindy

****S40(2)**** - Data Policy Lead, Home Office

****S40(2)**** - Head of Data Policy, Home Office

****S40(2)**** - Home Office

The following members sent their apologies:

Aimee Smith (AS)-Co-Chair, National Policing Data and Analytics Board (NPDAB)

****S40(2)**** Data Availability Workstream Lead, National Policing Data and Analytics Board (NPDAB)

****S40(2)**** Director of Data & Analysis, Counter Terrorism Police (CTP)

****S40(2)**** - Director of Data and Identity, Home Office

****S40(2)**** - Head of Governance and Business, Association of Police and Crime Commissioners (APCC)

****S40(2)**** - Strategic Planning & Performance Manager, National Police Chiefs Council (NPCC)

1. Arrival

2. Chairs' Update

2.1 Welcome, attendance & apologies

CT welcomed the members to the meeting, noted the apologies and there was a round of introductions. The Chairs' update included:

- The Home Secretary's presentation at the Association of Police and Crime Commissioners (APCC) Summit, and the announcement of a national centre of policing. This also highlighted the value and importance of data, and the use of tooling to support efficiencies and effectiveness. The Home Secretary also announced that there will be major policing reforms: [Home Secretary announces major policing reforms - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/home-secretary-announces-major-policing-reforms)
- DDATCC Headlines
- ICO 40th Birthday
- An update from ****S40(2)****, Digital Landscape Review Programme Director - The Delivery Landscape Reform Strategy is still sound, control and ownership of police IT will be reviewed and improved over the next couple of years with a view to transition them to the centre under the College of Policing model.
 - The Data Landscape Review Programme (DLRP) programme board is due to sit next week to decide the future of the programme. The likelihood is that the work will continue through the newly formed efficiencies and reform programme, which will result in the NCoP being developed and the programme will likely shut down. The usual programme closure work will be completed, including lessons learned and a programme report, but the work started will be continued and taken forward under the efficiencies programme.

2.2 Minutes, actions, and decision review

CT provided a read out of the actions and decisions from the previous board on the 2nd of October 2024, and no issues were raised with the minutes.

Action 2 - 2nd October 2024: ****S40(2)**** suggested a full view of the PDS Data and Analytics Services team Book of Work would be useful to the NPDAB, and AS asked that SLA be considered as part of this report. ****S40(2)****, ****S40(2)**** and ****S40(2)**** to action SLA requirements.

- Response: **S40(2)** confirmed that the initial conversations have progressed, and a meeting has been scheduled with **S40(2)**, Head of Delivery from Police Digital Service to discuss this action.

Action 3 - 2nd October 2024: **S40(2)** and **S40(2)** to have a discussion around the platform requirements and early business impact assessments.

- Response: **S40(2)** confirmed this action can be closed as the requirements have been provided.

Action 4 - 2nd October 2024: **S40(2)** to facilitate the writing of a letter to DDaT CC around the agreed platform requirements.

- Response: **S40(2)** confirmed that this action can be closed as this was superseded by the requirements paper that was approved by the Digital, Data and Technology (DDaT) Coordination Committee.

Action 5 - 2nd October 2024: **S40(2)** to provide AS with further information around existing mandatory powers in legislation, which may be used to drive standards, frameworks, national services, and adherence.

- Response: No update provided; action will be carried over to the next board meeting.

3. National Data Performance Framework

- **S40(2)** provided an overview of the National Data Performance Framework, and asked the board to approve the proposed measures, confirm if there was anything missing, and to discuss whether the correct governance approach was used.
- **S40(2)** suggested that **S40(2)** could link in with the PDS Cyber Assurance Team regarding risk assessments of national systems. DDaT will also be launching the new National IT Services Board early 2025, and the health checks for system data could be fed into this.

*Action 1 - 10th December 2024: **S40(2)** To circulate the National Data Performance Framework to members of the board, for discussion at the next meeting on the 2nd of April 2025.*

Decision 1 - 10th December 2024: TA confirmed that the first force to pilot the National Data Performance Framework will be West Yorkshire Police, followed by Police Service of Northern Ireland and Derbyshire Constabulary.

4. Data & Analytics Business Plan

S40(2) presented the Business Plan, and the workstream leads provided an update on their areas of work.

4.1 Data Analytics

S40(2) provided an overview of the criminal justice projects and ANPR Find & Profile Tool:

Criminal Justice Projects

- Now that the pilot in Durham has concluded, the project is in the process of identifying the appropriate metrics for the next iteration of the tool.

- PDS to complete SoW on the acquisition of Power BI premium licence to allow sharing of NPCC CJ data visualization tool.
- Initial metrics from policing have been provided via NPCC and the original pilot.
- The joint CJ data office is paused and will look to reengage in the new year.
- Challenges with methods of seconding an analyst will need to be addressed in the final quarter.

ANPR Find & Profile

- 90% Stop and search success rate.
- Confirm support arrangements and system requirements rollout for national rollout.
- Update and approve design documents based on lessons learnt.
- Finalise hosting and service agreements to support national deployment.

****S31(1)****

4.2 Data Availability

WB provided an update on behalf of **S40(2)****:**

- Positive engagement with NPCC Disclosure Portfolio relating to Third Party Material request forms.
- Evaluation of the efficiency and effectiveness of auto redaction tools for information access disclosure purposes.
- National guidance in conjunction with the NPCC Business Crime Portfolio to remove barriers when sharing data with retailers.
- Support for NPCC Rural Crime Portfolio with data compliance considerations for using a national Teams channel for collaborative working.
- Endorsement of a national data sharing agreement for Immigration Enforcement across HO, UK policing and ****S23(1)****.
- National guidance in collaboration with the ICO to support sharing data for partnership working in the public sector.
- Collaboration with the ICO to develop to a national policing approach to disclosure of Body Worn Video footage via the right of access
- Exploring the use of the automation to support and improve local productivity in the management of information rights
- Consideration of the consistent use of e-discovery in the response to information rights requests
- Supporting the NPCC Prevention Coordination Committee remove barriers to sharing data with partners where there are staff integrity concerns
- Developing a national approach to sharing data with banks to help protect vulnerable people at risk of fraud in collaboration with the NPCC Economic Crime Portfolio

- Highlighting the positive impact and importance of 20 years of FOi in policing.

4.3 Data Foundations

****S40(2)**** noted a key risk that there is currently not a lead for the Data Foundations workstream, although ****S40(2)**** has offered to facilitate this in the interim with TA.

4.4 Data Responsibility

****S40(2)**** provided an update on the Data Responsibility workstream:

- The Data (Use and Access) Bill- consolidating policing requirements and engaging with Home Office to progress.
- Report for DDAT CC- Dataset is used/created by Data Integration and/or Analytical Tools
- Published updated version of Data Protection Manual of Guidance
- Supporting the NPCC Forensics Portfolio
- Completion of guidance for data deletions following HMICFRS report
- Participation in Home Office M365 Productivity Review
- Provision of evidence for Home Office Review of Adequacy
- Participate in HO led review of HIV Status data sharing

4.5 Data Skills

CVP provided an update on the Data Skills workstream:

- Terms of reference agreed at working group.
- Progress Data Analytics Literacy and Skills Framework and Talent Strategy roll out with launch of Communities of Practice.
- Data Literacy Practitioner - to agree product for non- PEQF
- CoP Data Literacy - Launch of updated Managing Information e-learning including knowledge check
- ELP - February delivery
- NPCC DDaTCC 'People' working group
- Communications Platform

Papers for approval

Data Skills Talent Strategy

Decision 2 - 10th December 2024: CT approved the Data Skills papers submitted by CVP for the Data and Analytics Skills Talent Strategy and the board supported the proposed next steps.

Data Skills NPFDU Data & Analytics Practitioner Proposal

Decision 3- 10th December 2024: CT confirmed that the NPFDU Data Practitioners conference can be postponed until June 2026. Additional one day workshops will be scheduled to support specific issues, e.g., FOi.

5. National Policing Decisions

5.1 DDaT National Prioritisation Model

****S40(2)**** provided a presentation of the DDaT National Prioritisation Model:

- Over the past few months, ACE has worked to address the fragmented approach to Digital, Data, and Technology (DDAT) programmes in policing by developing the National Prioritising Model (NPM).
- This structured framework gathers, assesses, and prioritises national DDAT requirements based on criteria like accessibility, funding, and system-wide impact, aiding Home Office decision-making. Supported by 3 dedicated resources, an assessment form, and a Power BI dashboard, the NPM integrates into governance frameworks and delivery planning cycles.
- The collaborative process evaluates requirements against strategic alignment, capability, stakeholder engagement, feasibility, and cost, categorising them by priority.

6. Strategic Data and Analytics Landscape

6.1 Home Office Central Data Management Hub (CDMH) & Commercial Efficiency and Collaboration (CECP) Programme

****S40(2)**** provided an update on the commercial efficiency and collaboration programme. Commitment to drive down costs by improving procurement and deliver shared services and specialist functions, including:

- Commercial efficiencies
- Leveraging data to understand system performance.
- Facilitating effective business change and transformation through continuous improvements, standardisation, and the integration of technology to streamline processes and improve overall efficiency.
- Creating a new National Centre of Policing dedicated to delivering sustained efficiencies and driving force interoperability to ensure consistency and standardisation of national services across policing.

****S40(2)**** provided an update on the data reform programme.

6.2 CDAP update - PID and Roadmap

- CT noted that the PIO and Roadmap drafted by Deloitte has been forwarded to both co-chairs for approval and will be circulated following this.
- ****S40(2)**** noted that £2.5 million has been allocated for the seed fund and staffing budget covering fy 24/25 and 25/26.
- There is an estimated £1m spend for this year leaving a £1.5 carry over.
- This forecast represents a best-estimate projection based on a comprehensive assessment of identified risks, current issues, and the reported RAG statuses of delivery.
- It should be considered indicative and subject to change as circumstances evolve or additional information becomes available.

Building the office

- Collaboration with the ICO to develop to a national policing approach to disclosure of Body Worn Video footage via the right of access
- Exploring the use of the automation to support and improve local productivity in the management of information rights
- Consideration of the consistent use of e-discovery in the response to information rights requests.
- Supporting the NPCC Prevention Coordination Committee remove barriers to sharing data with partners where there are staff integrity concerns
- Developing a national approach to sharing data with banks to help protect vulnerable people at risk of fraud in collaboration with the NPCC Economic Crime Portfolio
- Highlighting the positive impact and importance of 20 years of FOi in policing.

7. National Programme Updates

7.1 Data (Use and Access) Bill

- The Data (Use and Access) Bill, introduced to the House of Lords in October 2024, modernises the UK's data protection laws, building on the earlier Data Protection and Digital Information Bill (DPDI) while addressing technological advancements and societal changes.
- It aligns with EU data initiatives and simplifies legislation, benefiting policing through streamlined data processing, improved international data transfers, biometric data retention, and enhanced national security measures.
- Provisions also modernise public services, such as digital registers for births and deaths, and clarify rules for legitimate interests and digital verification services. While concerns about EU adequacy, artificial intelligence regulation, and public trust were raised, the Bill has broad support, with policing stakeholders actively influencing its development and viewing it positively.

7.2 Data Landscape Review Programme (DLRP)

CT noted that the programme is currently paused, and will not be discussed as an agenda item.

8. Data & Analytics Communications Strategy

****S40(2)**** provided an update on the Data & Analytics Communications

Strategy: A look back

- Quarterly Digital, Data and Technology Coordination Committee bulletin
- Modernising Policing Week
- Awareness days/anniversaries
- Events (NPCC & external)
- Media
- Podcast
- NPCC Summit

A look forward

- Communications strategy 2024/25
- Educate, engage, change perspective
- Collaboration
- Raising profiles/ trusted voices
- Dispelling myths
- Sharing good news stories
- Agenda for reform
- Utilisation of events
- Varied media/ format
- External coverage

9. Break out session 1

How do we build stronger communities of practice and attract volunteers in support of the business plan?

****S40(2)**** noted that the group highlighted 13 key areas that could support the approach:

1. Recognising Contributions - Acknowledge and celebrate the efforts of forces currently engaged in the work and build rapport to encourage continued involvement.
2. Reviewing Engagement - Assess the range of stakeholders we engage with to identify any gaps or missed opportunities.
3. Defining Required Skills and Time Commitment - Be more specific about the skills we need from participants and outline the time commitment expected. This clarity helps individuals and forces plan effectively.
4. Promoting Benefits to Forces and Individuals - Develop a compelling narrative to demonstrate how participation benefits both individuals (through skill development and career growth) and their forces (via improved expertise and knowledge transfer). Note: current issue with some forces supporting engagement from volunteers.
5. Targeting the Right Participants - Reassess the ranks targeted for engagement. Consider including new recruits who may bring fresh perspectives, as well as high-achieving officers, such as the Sergeant who recently supported CDAP for a month before returning to force on promotion.
6. Broadening Diversity in Approaches - Avoid limiting engagement to data specialists. Explore a more diverse range of participants, including those with leadership potential or unique skills that can enhance our initiatives.
7. Understanding Motivation and Knowledge Transfer - Identify what motivates individuals to participate. Highlight how their involvement can positively impact their force upon their return, creating a cycle of shared learning and improvement.

8. Establishing Consistent Structures - Develop a clear and consistent structure for onboarding and engaging new participants to avoid confusion and ensure a smoother integration process.
9. Building Awareness of Talent - Create a systematic approach to mapping and understanding who is available to contribute, ensuring we maximise the opportunities to link in with the expertise across the forces.
10. Leveraging PDS Business Engagement Officers - Explore opportunities to use PDS's business engagement officers to strengthen outreach and collaboration.
11. Development of an Engagement Strategy - Consider using successful models like the NCA's approach as inspiration.
12. Facilitating Two-Way Information Flow - Build mechanisms for two-way communication to ensure effective information exchange. Align this effort with ongoing skills development work for maximum impact.
13. Improving Platforms for Sharing Work - Currently there is a lack of a sufficient platform for sharing outputs and achievements. While Chiefsnet is currently used, it is inadequate. Explore alternatives to improve accessibility and visibility.

10. Show and Tell

10.1 NPCC Data Sharing

****S40(2)**** provided a presentation of the Data Sharing site.

11. Break out session 2

How do we align data and analytics services nationally and ensure delivery supports policing priorities?

****S40(2)**** noted that the responses to the question focused on identifying challenges, addressing gaps, and ensuring the solutions developed are both practical and impactful. The main areas were as follows:

Understanding the Problems and Gaps

The group highlighted the need to focus on specific issues within policing, using knife crime as a key example. Tackling this requires:

- Identifying datasets necessary for tracking and predicting crime trends.
- Overcoming challenges like fragmented data, lack of real-time insights, and inconsistencies in reporting across forces.
- Broader gaps were also noted, including insufficient resources for addressing emerging threats and the absence of comprehensive analytics to guide prioritisation.
- There was an emphasis on the importance of determining what datasets are critical for addressing these challenges.

- CVP suggested that the National Data Office should function like a diamond mine, providing the raw materials (datasets and insights) for a variety of customers (police forces and policymakers). While each customer's priorities may differ, the core mission of delivering value remains constant.

Developing Solutions and Tools

A clear priority emerged to develop tools and analytics platforms that address major policing threats directly. For instance, predictive analytics could optimise resource allocation for knife crime. Participants identified a significant lack of statistical and analytical expertise within policing and agreed that creating a centralised pool of specialists would be beneficial to:

- Support local forces with advanced analytics.
- Ensure consistent methodologies and quality in data analysis.

Collaboration and Input Mechanisms/ Engaging Peer Groups and Funding Streams

- This could be done by leveraging existing peer groups and identifying sustainable funding streams.
- Ensuring that the needs of practitioners and forces on the ground are understood and met was deemed essential and would require a mechanism to capture innovations and lessons from individual forces and scale them nationally would be required. If successfully achieved, the group suggested creating a knowledge library to foster collaboration and allow forces to share and access valuable resources.

Learning from and Modelling Against Successful Frameworks

- The Information Sharing Panel was cited as an example of a successful model for collaboration and data sharing.
- Moving forward it was agreed that we should ensure frameworks are adaptable and scalable to different needs across forces.

Risk: Demand outstrips capacity

There was agreement on the importance of balancing centralised control with local autonomy by:

- Providing foundational datasets and tools while enabling local adaptation.
- Focusing on supporting rather than dictating local operations.
- Establishing robust feedback mechanisms to allow local forces to communicate needs and successes to the centre was seen as vital/ Continuous improvement through iterative feedback was encouraged.

12. AOB

13. Chairs Summary & Close

Looking Forwards:

- Analytics Landscape Review (January 2024)

- The Policing Data Requirement Workshop (W/C 20th January)
- Continuous integrity Screening
- Adequacy group
- DVLA trailer data - legislation change potentially (in to LEDs)
- Police and CJS data issues workshop

CT thanked the members for attending the meeting.

Date of next meeting: Tuesday 2nd April 2025