

Project Initiation Document (PID) National Data & Analytics Office Roadmap Digital Forensics WP025

General Information

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Background:	This PID and Roadmap are delivered under the contract for provision of Capability Partner Services to the Digital Forensics Programme dated 02/12/22 (reference PDSCN-205-2022) between Deloitte LLP (referred to as "Deloitte" and/or "Supplier") and the Police Digital Service (referred to as "PDS" and/or "Buyer") and covers a specific set of activities to underpin the ongoing development of PDS Cyber Services and its associated impact on policing.
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Purpose of this document

The document covers two areas:

1. **A Project Initiation Document (PID)** and case for change, outlining the ongoing activities across all key capabilities identified as critical by the Home Office and Chiefs' Council, including Data Services and Products, Platform and environment, and Analytics. It will specify the associated costs and outline the necessary steps to address any imbalances, as well as identify potential funding sources within the Home Office, NPCC, or individual forces and programmes. The document should outline key interdependencies and identify service requirements of key customers, e.g., College of Policing, the proposed Centre for Productivity, existing national programmes and NPCC Coordination Committees. It is anticipated that the document will outline how prioritisation of services in support of these requirements is managed. Within scope are considerations of those functions which exist outside the current CDAP structure, but within which data services are performed, e.g., NPFDU. This will require a stronger emphasis on data quality, acquisition, and governance, supported by an accessible platform with robust tooling.
2. **A roadmap** which should present both the ongoing initiatives and planned deliverables, outlining the optimal sequence of activities required to establish a credible national function. This will serve as the foundation for seeking sustainable funding in phase two of the project. Critical to this document is the identification of both local and national benefits against each deliverable and capability, detailing when this might be achieved, and the sequencing required to maximise realisation.

Document edit history

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1 Executive Summary

1.1 Background and Context

The creation of a centralised National Data and Analytics Office (NDAO) has been the aim of policing for some time (2019). The case for change has been well-established by the National Police Data and Analytics Board (NPDAB), and has the support of the Digital, Data and Technology Coordination Committee (DDaT CC). Driven by internal needs for strategic alignment, national mandates for data-driven policing and a national approach to data analytics, and the local imperative for efficiency and resource optimisation, the NDAO will enable a unified national approach to data and analytics.

NDAO will be built on the foundations set by the Centre for Data and Analytics in Policing (CDAP), which was established in autumn 2022, following a DDaT CC commissioned review of the national landscape of data initiatives across policing. CDAP have delivered against a number of commissions, including the delivery of the national data maturity assessments, and the development of analytical solutions for CSE investigations (**S31(1)**) and County Lines Drugs intelligence (ANPR tool), and have worked to ensure alignment with the Home Office, College of Policing and Performance Management Coordination Committee. This PID outlines the transition from the existing CDAP programme into this new sustainable capability for policing.

The strategic ambition to deliver a centralised, national capability is clear. This is summarised in the National Data and Analytics Office vision, which serves as the guiding principle for the design of the NDAO and the delivery roadmap. The NDAO will provide: ***“A centralised accessible national data and analytics service for policing, ensuring responsible use of data, empowering insight-led decision-making and enabling delivery of improved outcomes for the public”.***

This Project Initiation Document (PID) is a critical part of the path to achieving this ambition. The PID articulates the requirements of the NDAO, making the case for sustainable funding, and setting out a service delivery model and strategic roadmap to serve as a blueprint to guide the establishment and operationalisation of the NDAO.

1.2 Overview of the Current State

NPDB Capability Pillars

The NPDB, established by the National Policing Chief's Council (NPCC), is responsible for coordinating, collaborating, and communicating data and analytics efforts across UK policing. Operating under DDaT CC, the NPDB has defined five key pillars for Data & Analytics Capabilities: Data Foundations, Data Responsibility, Data Availability, Data Skills, and Data Analytics. These pillars, supported by volunteer leads from various forces, provide a holistic framework for delivering data and analytics services to policing and serve as the foundation for the NDAO's services, operating model, and delivery roadmap.

Key Themes from Stakeholder Engagement

Engagement with key stakeholders revealed several recurring themes, shaping the vision for the NDAO. Stakeholders expressed a strong desire for a centralised data and analytics function within policing, including a national data platform, standardised policies and guidance, and a dedicated focus on data skills development and professionalisation. These themes, gathered through collaborative discussions, have

directly informed the design of the NDAO's services and products, ensuring they address the most pressing needs within policing.

In addition to the key themes above, the engagement also revealed two specific areas of complexity which the NDAO should focus on as part of their year 1 activity.

National Analytics Ecosystem: The current policing landscape presents a complex web of agencies and initiatives involved in data analytics, often with overlapping functions and a lack of clear coordination. This fragmentation creates ambiguity regarding roles, responsibilities, and interdependencies, hindering effective collaboration and potentially limiting the overall impact of analytics in policing. **A key priority for the NDAO in year one will be to clarify its position within this ecosystem, ensuring clear lines of responsibility and fostering collaborative partnerships to maximise value for policing.**

National Data Platform: The need for a centralised national data platform for policing is clear, with stakeholders highlighting the importance of accessible, standardised, high-quality data. However, the current landscape presents a complex picture with potentially overlapping initiatives: the DDaT CC commissioned platform being developed by Police Digital Service (PDS) and the Home Office's plans for a Central Data Management Hub (CDMH).

The parallel commissioning of solutions without broader aligned vision and agreement is at the root of this challenge, however the relevant involved agencies are working collaboratively to address this interplay, with the College of Policing, Home Office, National Data & Analytics Board, PMCC and other DDaT representatives meeting on a fortnightly basis to share and align progress. An acceleration of this work would be realised through an NDAO, with a **key priority for the NDAO in year one to collaborate with PDS and the Home Office to establish a unified approach.** This includes clarifying roles, aligning requirements, and ensuring any national solution meets policing's evolving needs for data accessibility, governance, and security. The NDAO, with its expertise and understanding of policing needs, is uniquely positioned to play a central role in shaping and guiding the development of this critical national capability.

1.3 Future State Requirements

The NDAO will serve a diverse range of stakeholders, each with unique needs and expectations:

- Local force leadership seek practical data management/governance guidance and support, efficient tools, and enhanced data literacy within their workforce to improve operational decision-making and resource allocation.
- Data and analytics professionals require standardised frameworks, access to centralised data, and professional development opportunities to enhance their skills and deliver greater value to their forces.
- National coordination committees and portfolio leads need reliable national data, centralised solutions, and a streamlined commissioning process to support their strategic objectives.
- Ecosystem partners seek clear collaboration pathways, robust data sharing agreements, and opportunities to co-develop solutions that benefit policing nationwide.
- Central to the policing mission, the public requires transparency, accountability, and clear communication regarding how data is used to enhance public safety while safeguarding individual rights.

1.4 Design of the Services and Delivery Roadmap

The NDAO's service design is structured to deliver both immediate impact and long-term value for policing. This is achieved through a two-pronged approach: a set of internal services focused on establishing the NDAO's operational foundation, and five high-level service groups designed to address the most pressing data and analytics needs across policing. This strategic combination of foundational work and targeted service delivery ensures that the NDAO is well-positioned to meet the evolving demands of a data-driven policing landscape. The five service groups are:

- Improving data culture and literacy
- Responsible use of data in policing
- Data & analytics capability
- Centralised national datasets
- Analytics delivery and solution development

Year 1 - Establish Foundations and Demonstrate Early Value

The NDAO's service design is structured to deliver both immediate impact and long-term value for policing, providing a sustainable model with dedicated data and analytics capacity. This is achieved through a two-pronged approach, as detailed in the delivery roadmap outlined in Section 6.

Building the NDAO's Internal Capacity: Prioritising internal services to establish efficient operational structures, robust governance, and effective communication channels. This includes a strong emphasis on building relationships with stakeholders through proactive business partnering and launching a user-friendly services portal.

Delivering High-Impact Results: Year one will also see the NDAO prioritise data and analytics services that offer visible, early wins for policing, setting in motion the work to fix the data foundations across policing which are complex and a hindrance to progress. This includes collaborating on national data initiatives such as the management of national data sets and supporting technology, proactively working to reduce the number of data requests made of forces by the centre, delivering a data sharing toolkit, piloting and scaling the ****S31(1)**** and ANPR analytics solutions, continuing to develop cross-criminal justice system data sharing initiatives and building upon existing data maturity assessments and data quality initiatives.

The year one team structure, designed to deliver against these priorities, comprises 24.5 posts and equates to a staffing cost of £2 million. However, recruitment poses a significant challenge, with a projected timeline of 6-9 months for filling some of the vacant positions. To mitigate this risk, the NDAO will prioritise recruitment for critical roles, explore secondment opportunities, and consider utilising underspend to commission external support. By focusing on these foundational elements and early value delivery, the NDAO will demonstrate its value to policing and secure its position as a vital national resource.

Year 2 - Grow Capability and Deliver National Impact

Year two marks a strategic shift for the NDAO, transitioning from foundational setup to delivering greater impact on national policing. While the NDAO Director will determine specific year two priorities, aligning these to Police Reform and the NPCC Digital Strategy, the overarching focus will be on leveraging the first year's successes to tackle larger, more complex data and analytics challenges.

Year one's achievements—establishing the NDAO's operational structure, building stakeholder relationships, and delivering early value through key services—will pave the way for this next phase. Year two will see continued investment in these areas, with a particular emphasis on growing the team's expertise and taking on more ambitious projects. While a detailed roadmap will be defined by the NDAO Director and ratified and overseen by the NPDAB, the outline plan in section 6 identifies potential focus areas including data literacy improvement, data breaches, a Target Operating Model blueprint, an ethics strategy, and the evaluation and scaling of Proof of Concept projects.

To support this expanded remit, the NDAO will need to grow its capacity. While the final structure will be determined by the NDAO Director, a projected £1 million investment will be required, bringing the total staffing cost to £3 million. This investment should focus on bolstering leadership within the data and analytics functions and expanding the team of data specialists and engineers. This strategic approach ensures the NDAO continues to evolve and deliver increasing value to policing in year two and beyond.

2 Background and Context

2.1 Case for Change

The creation of a centralised National Data and Analytics Office (NDAO) has been the aim of policing for some time (2019). The case for change has been well-established by the National Police Data and Analytics Board (NPDAB), and has the support of the Digital, Data and Technology Coordination Committee (DDaT CC).

NDAO will be built on the foundations set by the Centre for Data and Analytics in Policing (CDAP), which was established in autumn 2022, following a DDaT CC commissioned review of the national landscape of data initiatives across policing. CDAP was designed to bring greater consistency and reduce duplication of effort and governance through delivery of services from a central multi-disciplinary team. CDAP have delivered against a number of commissions, including the delivery of the national data maturity assessments, and the development of analytical solutions for CSE investigations (**S31(1)**) and County Lines Drugs intelligence (ANPR tool), and have worked to ensure alignment with the Home Office, College of Policing and Performance Management Coordination Committee.

The work undertaken by CDAP and the wider work of the National Police Data & Analytics Board Volunteers has shown that for Policing to succeed in this space, it needs a dedicated and sustainable set of services to be built. This PID outlines that transition and how it will be managed by the NPDAB.

2.2.1 Drivers for Change

Internal Drivers

- **NPDAB:** While the NPCC data and analytics portfolios are individual portfolios, each with their own portfolio lead, they are aligned under one board structure and work to a joint strategy and business plan. The creation of a national, centralised capability for data and analytics has been a long-standing commitment of the portfolios and is being driven by the NPDAB as part of the joint strategy.

National Drivers

- **Increasing complexity of criminality:** Across other industries and sectors, a core set of data and analytics products and services is central to any organisation. Policing needs to catch up in a number of respects; doing so will enhance our use of technology and build the skills we need across the workforce to match the digitally-savvy criminals policing need to stay ahead of.
- **Police Reform:** The Home Office has clearly articulated its expectation for police forces to leverage data and technology for improved efficiency, effectiveness, and productivity, with better use of data featuring as one of the eleven Police Reform thematic.
- **HMICFRS:** The HMICFRS "Getting a Grip" report sets out a series of recommendations to improve data and analytics in policing, referring specifically to a need for a "national data strategy and standards" and a "national approach to data analytics"
- **National data maturity:** The force level data maturity assessments provide a useful picture of national themes, reflecting known challenges such as siloed data, retention of specialist skills and varied levels of data literacy.
- **National Centre for Policing Productivity:** Borne out of the recommendations of the policing productivity review, the College of Policing are leading on establishing the centre, a key requirement of which will be good quality national data.
- **National Police Chief's Council:** The NPCC has consistently emphasised the critical importance of data and analytics in modern policing and has established dedicated portfolios (such as the data and analytics portfolios) focussed on driving national initiatives, fostering collaboration, and sharing best practices.
- **High profile data breaches:** Policing has a responsibility to manage the data they hold in accordance with relevant legislation, police and established best practice standards. Several high profile data related

incidents such as data breaches have exposed vulnerabilities in the handling of policing data and undermined trust and confidence.

- **Transparency and accountability:** Growing public demand for transparency and accountability in policing reinforces the need for robust data governance and ethical data use.
- **Funding:** The presence of multiple funding streams for data and analytics initiatives within policing necessitates a streamlined national approach to ensure strategic use of available investment.

Local Drivers

- **Resource Constraints:** Years of austerity measures have left police forces with limited resources, impacting their ability to invest in and maintain efficient data management systems. This often results in reliance on outdated technology and manual processes, diverting valuable resources from frontline policing.
- **Siloed Investments:** The independent development of data solutions by individual police forces often results in fragmented systems, redundant efforts, and inconsistent investment across the national policing landscape. This lack of coordination hinders economies of scale and limits opportunities for collaborative innovation.
- **Fragmented alignment:** The existence of 43 disparate IT systems across police forces hinders data integration, analysis, and knowledge sharing, and limits the ability to gain a comprehensive national view of police performance and productivity.
- **Legislative Compliance:** Varying data handling practices across local police forces pose a challenge in ensuring consistent adherence to national data protection legislation and information security standards.

Interdependencies

- The NDAO strategy and business plan will be required to align to the **Home Office** Police Reform programme, ensuring it contributes directly to the better use of data thematic.
- The NDAO should ensure that the services it delivers directly contribute to force's ability to address the recommendations in the **HMICFRS** "getting a grip" report.
- Through **DDaT CC**, the NDAO should ensure join up with relevant coordination committees and portfolios, to provide a cohesive approach to improving national data and analytics for policing.
- Collaborative working with the **College of Policing** to support the development of the Centre for Policing Productivity should continue.

2.2 Strategic Ambition

Building on the case for change, the strategic ambition to deliver a centralised, national capability is clear. This is summarised in the National Data and Analytics Office vision, which serves as the guiding principle for the design of the NDAO and the delivery roadmap. The NDAO will provide:

"A centralised accessible national data and analytics service for policing, ensuring responsible use of data, empowering insight-led decision-making and enabling delivery of improved outcomes for the public".

While the NPCC data and analytics portfolios are individual portfolios, each with their own portfolio lead, the portfolios are now aligned and operating to a joint strategy and plan under the NPDAB. To deliver against this plan, it is crucial that the NDAO is designed in a way that enables it to work cohesively across both data and analytics, as one joint team with shared goals. However, while the interdependencies between data and analytics are recognised, it is also important to acknowledge the different aspects of service that the office will deliver in the data space and in the analytics space.

In terms of data, one of the key objectives of the NDAO is to support policing to use data responsibly, providing the support, guidance, and practical tools to enable local forces to best manage their data in accordance with their statutory responsibilities, relevant legislation, and best practice. Bringing consistency of approach, to a nationally agreed standard and essentially doing the “heavy lifting” on behalf of policing, the NDAO would support core data services including data rights, data governance, data management, data engineering and architecture.

The NDAO would also play a crucial role in the coordination and management of national policing data, both in terms of existing programmes of work across the Home Office, CoP, HMICFRS and wider NPCC portfolios, and future activity to enable access to a standardised central national dataset for policing.

In terms of analytics focus, the potential to align analytics is significant for policing, and the NDAO will play a leading role in enabling this alignment, working with ecosystem partners in year 1 to establish a sustainable, agreed approach to deliver on policing’s requirements. The starting point for this will be for the NDAO to foster the development and scaling of national analytics solutions, based on demand from forces, ensuring their accessibility and effectiveness for all. Moreover, the NDAO will provide centralised oversight of analytics tools and products, promoting standardisation, interoperability, and best practice sharing. This strategic guidance will empower forces to leverage data insights effectively, ultimately leading to more informed decision-making, enhanced operational efficiency, and improved outcomes for the public.

2.3 Key success criteria

Successful delivery of the NDAO will be evidenced by the following criteria:

- **Increased Public Trust:** Evidence of increased public trust and confidence in policing’s responsible use of data, including greater confidence in management of data rights and access to self-service information about how policing operates.
- **Increased Data Literacy:** Measurable improvement in data literacy levels across police forces.
- **Standardised Data Governance:** Adoption of nationally agreed-upon data governance frameworks and standards by a target percentage of police forces within a defined timeframe.
- **Improved Data Quality:** Demonstrable improvement in the accuracy, completeness, and consistency of national policing data.
- **Streamlined Data Access:** Establishment of a centralised data platform enabling secure and efficient access to standardised national datasets for authorised users.
- **Adoption of National Analytics Solutions:** Successful development, deployment, and adoption of national analytics solutions by police forces.
- **Increased Insight-Led Decision Making:** Evidence of data-driven insights informing key policing decisions and strategies at both national and local levels.
- **Enhanced Collaboration and Knowledge Sharing:** Establishment of effective mechanisms for collaboration and knowledge sharing on data and analytics best practices across police forces.
- **Improved Operational Effectiveness:** Demonstrable improvements in policing outcomes, such as crime reduction, increased efficiency, or enhanced public safety, linked to the use of data and analytics.

Further detail on measurable business benefits linked to the above criteria can be found in section 6.3.

2.4 Scope

The scope of this work includes a **Project Initiation Document (PID)** and a **Strategic Roadmap** to establish a sustainable national police data and analytics office – a capability that supports the long-term data and analytics needs of the policing sector.

The PID will serve as a compelling case for change, outlining the need for the national office and supporting the NDAO to secure sustainable funding to stand up, run and maintain the centralised capability. It will analyse current data-related activities across key capabilities, including data services and products, platform and environment, and analytics.

The roadmap will provide a clear action plan, detailing the sequence of activities required to build the national data and analytics office. It will highlight the anticipated local and national benefits of each deliverable and capability, demonstrating value to stakeholders. This roadmap will serve as a tool for tracking progress and ensuring accountability throughout the project lifecycle.

2.5 Approach

The development of the PID and roadmap was informed by two elements: a desktop review of relevant documentation and a comprehensive stakeholder engagement process.

The document review provided a picture of both previous and current activity related to the development of the national capability, and the strategic ambition for the NDAO. The documents considered included CDAP strategies, plans, and board papers, the CDAP Review (tabled at DDaT CC in May 2024), the Building the Data Office paper (DDaT CC in October 2024) and the current NPDAB strategy and business plan.

The stakeholder engagement was designed to gather insights and perspectives from stakeholders on the services, products, and capabilities that they would expect the NDAO to deliver to meet the requirements of local and national policing. The engagement captured the views of twenty individuals representing a broad variety of perspectives from key identified partners in the data and analytics ecosystem, including CDAP, NPCC committee and portfolio representatives, Police Digital Service (PDS), College of Policing (CoP), DDaT CC and the Home Office. See appendix A for full stakeholder list.

3 Overview of the Current State

3.1 Centre for Data and Analytics in Policing

The Centre for Data and Analytics in Policing (CDAP) was established in autumn 2022, following a DDaT CC commissioned review of the national landscape of data initiatives across policing. CDAP was designed to bring greater consistency and reduce duplication of effort and governance through delivery of services from a central multi-disciplinary team.

CDAP's remit covers both data and analytics in policing, and since its inception in 2022, has worked to develop and deliver national datasets and analytical solutions for policing, working in collaboration with key partners to make these solutions available to forces through the PDS National Police Capabilities Environment (NPCE).

3.2 NPDAB & the Capability Pillars

NPDAB was established by the NPCC to provide coordination, collaboration, and communication for data and analytics across policing. NPDAB is a sub-board under DDaT CC.

The NPDAB business plan defines **5 Data & Analytics Capabilities pillars** that follow the data lifecycle, with appointed volunteers from forces leading each pillar on behalf of the NPCC, working collaboratively with CDAP and broader ecosystem partners to deliver commissioned activities. The pillars (outlined below), provide a holistic framework for the delivery of data and analytics services to policing, and serve as an effective basis for the development of the NDAO services, operating model, and delivery roadmap.

Data Foundations

The data foundations pillar centres on robust data management across all policing portfolios, encompassing standards, classification, ownership, and a data-by-design approach. A key priority is implementing a national data and analytics ownership model with clear accountabilities, alongside a national data quality framework and associated tools for proactive issue management. Future work includes developing a DDaT glossary and national master data management framework, potentially investing in supporting technologies.

Data Responsibility

The data responsibility pillar champions ethical and secure data practices in policing, emphasising data ethics, privacy by design, legal compliance, and robust auditing. Key priorities include implementing a national data and analytics ethics approach and a national data breach process (developed in collaboration with PIAB). The pillar will also define a data-by-design process, closely integrated with privacy by design principles.

Data Availability

The data availability pillar focuses on secure and transparent data sharing, open data, data acquisition, and data access rights within policing. Key priorities include implementing strategies for open data and data acquisition and enabling more effective data sharing between law enforcement agencies, multi-agency partners, and the public. This includes overseeing the subject access rights strategy, ensuring individuals can exercise their rights in relation to the data that policing holds.

Data Skills

The data skills pillar focuses on fostering data literacy and supporting the development of a skilled data workforce within policing. This includes promoting accredited data professions, nurturing talent, supporting communities of practice, and cultivating a strong data culture. Key priorities include further developing the data literacy framework for policing and the policing data skills and talent rollout plan. The pillar will also maintain and expand partnerships to leverage external expertise.

Data Analytics

The data analytics pillar focuses on establishing robust analytics capabilities within policing, and includes areas such as policy, infrastructure, high-impact projects, and the use of advanced tools like AI. Current priorities

centre on leveraging data for operational effectiveness and collaboration. This includes several ongoing programmes including enhancing ANPR capabilities, improving Operation Hydrant's data processes, developing Criminal Justice System data-sharing, and implementing Prometheus, a natural language search tool for investigations.

3.2 Themes from the engagement

3.2.1 High level themes

The conversations with stakeholders surfaced several key themes, providing a picture of the policing wants and needs of the NDAO:

- **Centralised Data & Analytics Capability:** A single, joint team working across data and analytics to support all of policing and wider law enforcement. This includes a centralised data office responsible for setting and managing national data standards, and an analytics capability which enables and delivers national solutions to common policing challenges.
- **A focal point for data professionals across policing:** Connecting data professionals through collaborative networks and communities of practice to drive continuous improvement by sharing expertise, best practice, and emerging technologies, ensuring data is used consistently and effectively to enhance policing nationwide.
- **National Data Platform:** A secure and scalable data platform to ingest, process, and manage centralised policing data. By breaking down data silos, the platform will provide a unified view of critical information, enabling seamless access for all customers and empowering them to leverage advanced analytics, ultimately enhancing operational effectiveness and informing strategic planning.
- **Streamline data requests:** Governance that enables a "collect once, use many" approach, coordinating national data requirements to minimise the burden on forces for providing the same data in multiple formats. By acting as a central hub for data sharing, the NDAO will reduce duplication of effort and free up valuable resources at the local level.
- **National toolkit of standardised policy and guidance:** Clear, consistent, and accessible guidance on the responsible use of data, including data handling, sharing, and protection, ensuring compliance with statutory responsibilities, legal frameworks, and ethical considerations.
- **Data Literacy Improvement:** Support and training to improve data literacy and culture in local forces, to help to 'level-up' those forces with lower maturity and drive overall national data literacy improvement.
- **Defined data and analytics skills framework and career pathways for policing:** A one-stop shop for guidance and practical materials to support the recruitment, retention and professionalisation of data and analytics professionals into policing, enabling a consistent standard and clear development pathways aligned to and in collaboration with the CoP.

These themes have been instrumental in defining the requirements for the services, services and products that the NDAO will deliver.

It should also be noted that the themes show clear alignment with the findings of the policing productivity review, and specifically the recommendation for a central data hub for policing. NPDAB, the CoP and PMCC are working collaboratively to address the recommendations of the productivity review, with the NDAO playing a core role in this.

In addition to responding to the high level themes, there are two specific areas where the NDAO will need to focus efforts in year 1. These are outlined below and include recommendations for the activities that should be prioritised in the year 1 roadmap.

3.2.2 The national analytics ecosystem

The document review, broader desktop research and stakeholder engagement illustrates a complex landscape in terms of analytics capability, with several 'key players' operating in this space within the national policing ecosystem, and specifically within NPCC.

Agencies such as the Home Office and College of Policing, alongside NPCC committees and portfolios including OPSCA (Office of the Chief Scientific Adviser), DDaT CC, Science and Innovation Committee (SICC), Performance Management Coordination Committee (PMCC), Strategy, Planning and Performance (SPP) in the Strategic Hub, and AI and RPA portfolios are all playing a role, alongside CDAP, in the delivery of analytics for policing. This could be in any number of areas such as providing guidance on the use of analytics, developing analytics solutions, evaluating tooling and approaches, supporting the development of analytical capability, or supporting with securing investment.

While each of these bodies has its own strategy and business plan to work to, there appears a lack of clarity or indeed oversight of how these fit together, and as a result it is not fully clear who is responsible for what, where the interdependencies are, and how these bodies best work together to deliver for policing. This lack of clarity impacts local forces, with force leadership teams unclear on where they might invest and what they might develop in isolation versus what might be led from the centre.

Clarity from national leadership, including the NPCC and CCC will be essential for the NDAO to establish where it best fits in and drives value to policing as part of this vital ecosystem.

Recommendation: Working through the NPDAB, the NDAO should seek the required clarity from NPCC and CCC on how they will better align and utilise analytical capabilities in line with the digital strategy. This strategic direction will enable the NDAO and other ecosystem partners to understand roles and responsibilities, helping them to agree a shared approach to communications and governance, to enable collaborative working across the ecosystem for the benefit of policing.

3.2.3 A national data platform capability for policing

As noted in the high level themes section above, the stakeholder engagement has highlighted the requirement for a centralised national data platform for police data, where customers from both local forces and regional and national functions are able to access aggregated datasets for policing, and that these are easily accessible, standardised, and structured, of good quality and aligned to an agreed national standard.

DDaT CC have approved the requirements put forward by NPDAB for a national policing platform and have commissioned delivery of this via the National Police Capabilities Environment (NPCE) to be delivered by PDS. At present the costs and timelines for this platform has not been confirmed. In parallel, the Home Office, as part of their Police Reform Plan, are scoping a Central Data Management Hub (CDMH) this is currently in the discovery phase to determine the requirements of the hub.

NPDAB and the HO are working together to ensure there is clarity and connectivity between the existing DDaT CC commission and the CDMH. The parallel commissioning of solutions without broader aligned vision and agreement is at the root of this challenge, however the relevant involved agencies are working collaboratively to address this interplay, with the College of Policing, Home Office, National Data & Analytics Board, PMCC and other DDaT representatives meeting on a fortnightly basis to share and align progress. An acceleration of this work would be realised through an NDAO, with a **key priority for the NDAO in year one to collaborate with PDS and the Home Office to establish a unified approach.**

Once the role of each capability is established, the NDAO should continue to work closely with the Home Office to support the development, commissioning, and ongoing management of the CDMH. Outlined below is a view on how the NDAO might fulfil this role in shaping any national policing data solutions, working in collaboration with key partners.

- Collaboration and alignment: The NDAO should leverage its expertise and understanding of policing needs to shape the definition and prioritisation of requirements for the CDMH.
- Technical design and implementation: Providing technical guidance and oversight during design and implementation, ensuring the needs of policing for scalability, security, and interoperability are met.
- Data governance and standards: Play a leading role in developing and implementing data governance frameworks and standards, ensuring data quality, consistency, and responsible use.
- Ongoing management and support: The NDAO will contribute to the ongoing management and support of any national solution, ensuring its continued effectiveness in meeting the evolving needs of policing.

Dependency: There is a dependency on PDS to deliver a national data platform in the NPCE.

Dependency: The NDAO will require clarity on the role of the CDMH and how this relates to the existing DDaT CC commission.

Recommendation: The national policing data service should be a year 1 priority for the NDAO, with current activity continuing to engage with PDS to clarify the timelines for the commissioned national police platform work and continued engagement with the Home Office and identify and plan for all opportunities to actively contribute to and steer the development of a national centralised dataset for policing.

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4 Future State Requirements

4.1 Customer Requirements

This section outlines a future-focused approach to establishing what stakeholders want from the NDAO. Five core persona groups have been identified, each representing a distinct perspective on the role and value of a national data and analytics capability. Using this approach enables us to ensure that the NDAO is designed and implemented in a way that maximises its value and impact for all stakeholders involved.

Local Force Leadership

Encompassing Chief Constables, their wider Chief Officer Teams and Senior Leadership Teams, and Police & Crime Commissioners, this group are critical customers of the national capability to support their responsibility of ensuring the effective and efficient running of their local police force. This includes delivering high-quality policing services that meet the needs and priorities of their communities, managing the performance of the force and driving continuous improvement, and fostering a positive and supportive environment that enables their workforce to thrive. Local force leadership also represent the interests and needs of all of their officers and staff in the shaping of the national capability.

Local force leadership require:

- Accessible, nationally standardised frameworks, tools, and guidance to enable their responsible use of data, including support and advice to minimise and manage risks in relation to data.
- Data-driven insights to enable them and their workforce to make informed operational decisions, allocate resources effectively, and demonstrate performance improvement.
- Access to national analytics solutions and tools which deliver efficiencies to enable officers and staff to leverage their skills and expertise in areas that require critical thinking and problem-solving, rather than administrative tasks.
- Support and training to develop data literacy across the entire workforce.

Data and Analytics Professionals

This group includes local force data specialists working in information management/governance functions, and specialists working in analytical and data science functions, including intelligence analysts, performance analysts, and data scientists. These data and analytics professionals are a critical in-house capability for forces, between them taking responsibility for driving and managing standards in relation to the responsible use of data while also maximising the value that forces can get from their data to deliver outcomes for their communities.

Data and Analytics Professionals require:

- Nationally standardised frameworks, tools, and guidance to enable them to support their force to manage data assets and data related activity in a responsible way, and to manage any risks relating to data.
- A national standard for data skills and talent that can be used as a blueprint locally, including standardised role profiles, a skills matrix, career pathways, and training and development opportunities.
- Access to a trusted, centralised national police dataset which can be drawn upon to enable local analysis of identified priorities to deliver insight products for the force.
- Guidance and advice on the effective use of analytical tooling, to include a view from the centre on best practice to help them to get the most from available analytical products and solutions.

National Coordination Committees and Portfolio Leads

The National Police Chief's Council committees and portfolios represent all aspects of policing across England and Wales forces. With responsibility for leading and coordinating activity to improve national policing capabilities and responses to serious crime and national threats, this group will be a key customer of the

NDAO, to enable them to understand challenges and opportunities in their respective portfolios, set priorities, develop guidance and standards, and manage national policing capabilities.

National portfolio leads require:

- The provision of standardised, good quality national data to enable bespoke analysis of performance and insight-led decision making to deliver improvements within their portfolios.
- Accessible, centralised products which deliver national solutions for policing, including dashboards enabling performance monitoring and benchmarking across forces, and analytical products which support the delivery of efficiency in local forces by reducing administrative tasks.
- Specialist guidance, advice, and support for the commissioning of national data and analytics products and services, including practical help with the scaling of local initiatives into national capabilities.
- A fair and transparent commissioning process to triage and prioritise requests from the portfolios, enabling the identification of duplicate requests, and opportunities to signpost to existing information.

Ecosystem Partners

This group represents the broader data and analytics ecosystem that the NDAO will operate within. A critical element of the NDAO will be understanding its own role in this data and analytics ecosystem, ensuring clarity of remit and purpose for the NDAO and a clear view of how the ecosystem will work together for the benefit of policing.

Ecosystem partners require:

- Clearly defined pathways for collaboration with the NDAO, ensuring effective communication, joint working, and a shared understanding of roles and responsibilities within the ecosystem.
- Robust and transparent data sharing agreements that facilitate secure and ethical data exchange between the NDAO and ecosystem partners, enabling collaborative analysis and innovation.
- Opportunities to co-develop data and analytics solutions, leveraging the combined expertise and resources of the ecosystem to address shared challenges and deliver greater value for policing.
- A clear and effective mechanism for evaluating local data and analytics innovations for their feasibility and value in scaling into national solutions, coupled with the capacity and support to then scale those solutions effectively across policing.
- Access to accurate, reliable, and comprehensive national policing data and insights, enabling effective scrutiny, performance monitoring, and evidence-based policymaking.

The Public

Public trust is paramount. The public need to understand how data is being used to enhance safety and security while ensuring transparency and responsible data handling practices. The NDAO must prioritise clear communication and engagement with the public, demonstrating accountability, enabling transparency through the publishing of police data, and building confidence in how data is used to support policing.

The public require:

- Clear and accessible information about how policing uses data, including the types of data collected, the purposes for its use, and the safeguards in place to protect privacy and rights.
- Meaningful opportunities to provide input and feedback on data-related policies, practices, and initiatives, ensuring public perspectives are considered in policing's use of data.
- Access to information about police performance, through a common approach that brings together disparate datasets to provide a single, holistic view of policing for the public.
- Clear communication about how policing's use of data is contributing to public safety, fostering confidence that data is being used effectively and responsibly to protect communities.
- Robust mechanisms for addressing concerns, complaints, or potential misuse of data, and for ensuring individuals can readily exercise their rights in accessing and managing their own data held by police.

4.2 Balancing local and national needs

A central challenge lies in balancing local needs with the power of a national approach to data and analytics. While individual forces require in-house specialists to ensure responsible and effective use of data and analytics, a national capability offers significant advantages. It's important to emphasise that the NDAO is not intended to replace the valuable data and analytics expertise within individual forces. Instead, it will empower these teams by establishing consistent standards and providing centralised support, enabling them to do more with existing resources.

Recognising data as a national asset, the NDAO will provide clarity on national expectations for locally held data. This includes establishing clear guidelines and standards for data governance, quality, and access, ensuring that data is managed responsibly and effectively to support both local and national policing priorities.

In addition, from a national perspective, the NDAO will enable the prioritisation of investments in solutions that address common challenges across policing, avoiding duplication of effort and ensuring that solutions are developed once and deployed effectively across all 43 forces. This approach will streamline processes, enhance efficiency, and ultimately deliver greater value for policing and the public.

Consideration of local benefit and national benefit is captured in the priority services for year 1, the detail of which can be found in appendix B.

4.3 Supplier network

The NDAO is committed to meeting these diverse needs, balancing the requirements of local and national stakeholders, and fostering a supplier network that champions responsible innovation. By engaging with suppliers who share our commitment to ethical data practices, transparency, and societal well-being, the NDAO will ensure its services and capabilities deliver tangible benefits for all of UK policing.

5 Design of the Services

5.1 Overview of services

The case for the National Data Office tabled at the NPDAB in October 2024 outlined a set of priority services and products for the NDAO to focus on. The design of the NDAO services considered this list as a starting point and reviewed it in the context of the original CDAP commission and the requirements identified through the stakeholder engagement process. The resultant service design of the NDAO (see figure 1, below) is in two main parts:

NDAO operating model

A set of **internally focussed enabling services designed to stand up the NDAO**, setting up the structure and ways of working as a foundation for delivery of the services to policing. These include crucial operating model elements including business partnering, governance and commissioning and business change and comms, as shown in the green box in figure 1.

NDAO service delivery

Five high-level **service delivery groups designed to provide a holistic data and analytics service offer for policing**, incorporating advisory and best practice services and delivery services.

In terms of **advisory and best practice** services, the NDAO will define standards, develop guidance and templates, and provide specialist advice and support across three service groups:

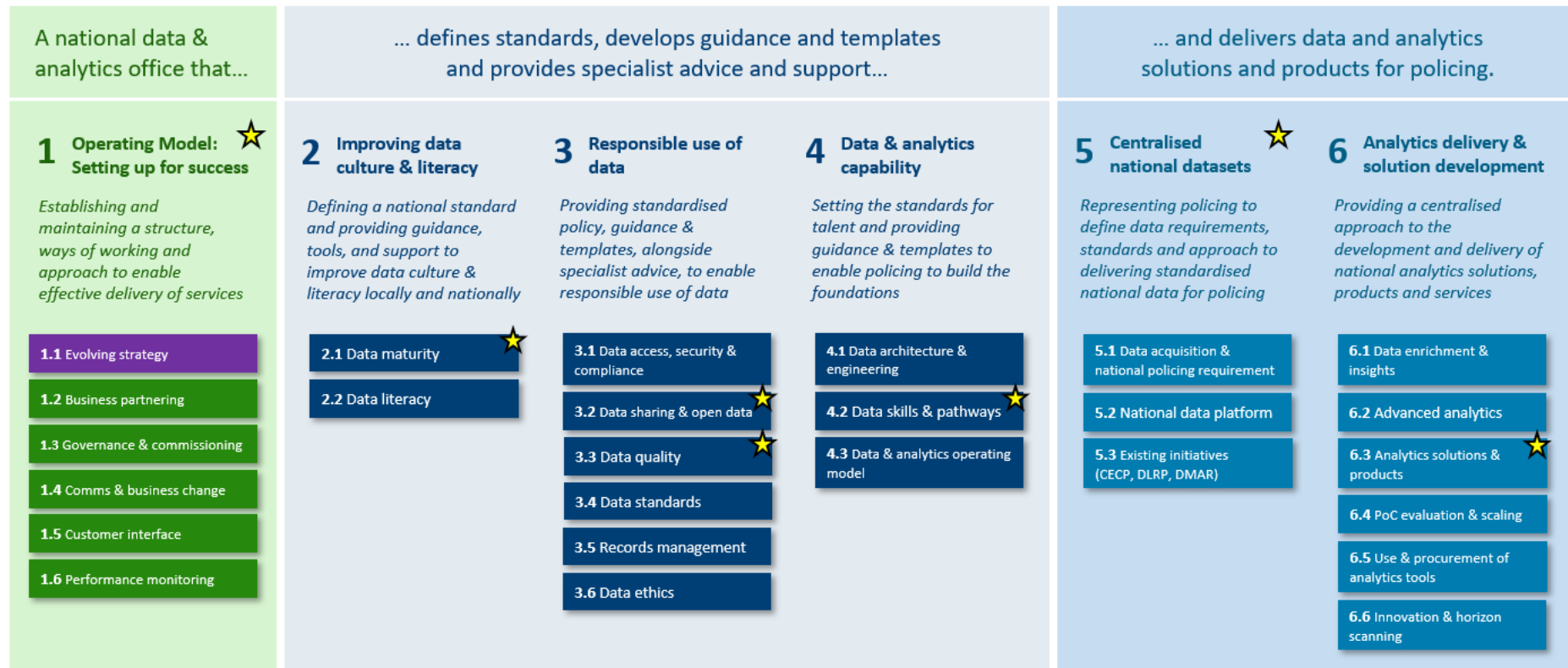
- Improving data culture and literacy
- Responsible use of data in policing
- Data & analytics capability

From a **delivery** perspective, the NDAO will deliver data and analytics solutions for policing across two service groups:

- Centralised national datasets
- Analytics delivery and solution development

To best set up for success for future years and make the case for sustainable funding, it is imperative that the NDAO delivers visible value to policing in its first year. To do this, the office will need to quickly establish a foundation for delivery. The identified priorities for year 1 are indicated by yellow stars on the diagram below.

Figure 1: National Data & Analytics Office Service Design



5.2 Identification of year 1 priorities

The focus of year 1 is **establishing the foundations and delivering early value**; the following provides an overview of the prioritisation process used to determine the priorities for the NDAO's first year:

- To establish the foundations for delivery, the NDAO will need to prioritise the enabling services in the **setting up for success** service group.
- To deliver early value, the NDAO will need to progress some of the **data and analytics delivery services** alongside the activity to stand up the new structure. The selection of these services underpinned by the principle of early, visible value, and a need to set in motion the work to fix the data foundations across policing which are complex and a hindrance to progress.
- Other factors were also considered, such as dependencies between services, opportunities for 'quick wins' (i.e. where a service is already mature and may just need a period of consolidated effort to deliver), the perceived value and 'marketability' of a service and the capacity and capability of the team to deliver.
- Finally, as well as assessing these factors for each service, consideration was also given to the whole set of services, with the decision made to progress a spread of activity from across the 5 service groups, enabling the NDAO to mature each of their service offerings in parallel.

The year 1 priorities are indicated by a star symbol in figure 1 (above), and summarised below:

1. All enabling services within the **NDAO internal service design group**

The services within this group are focused on standing up the NDAO and **setting up a structure that enables delivery of data and analytics services to policing**, considering aspects such as structure, ways of working and approach.

These services are foundational, with each needing to commence in April 2025 and progress quickly in the first quarter for the NDAO to be able to effectively deliver services during 2025/26.

1.1 Evolving strategy

- Provides a clear roadmap for the NDAO, aligning its activities with national policing priorities (including police reform) and ensuring long-term sustainability.
- Driven by a well-defined, communicated, and adaptable strategy that responds to the evolving needs of policing and the data landscape.

1.2 Business partnering

- Builds strong, collaborative relationships with stakeholders, ensuring the NDAO understands and effectively meets the needs of its customers and partners.
- Proactive engagement, trusted relationships, and a deep understanding of customer needs, lead to tailored solutions and joint problem-solving.

1.3 Governance & commissioning

- Establishes clear frameworks, processes, and accountabilities for the NDAO's work, ensuring transparency, responsible data use, and effective service delivery.
- Robust governance, streamlined commissioning, and clear service level agreements promote accountability and customer satisfaction.

1.4 Communications & business engagement

- Effectively communicates the NDAO's mission, value, and activities to key audiences, building awareness, understanding, and support.
- Focus on targeted, timely, and engaging communication that reaches the right audiences through appropriate channels, fostering trust and positive relationships.

1.5 Customer interface

- A service portal which provides a user-friendly and accessible platform for customers to access the NDAO's services, products, and guidance materials.
- Good looks like an intuitive, well-organised, and regularly updated portal that offers a seamless user experience and meets the diverse needs of its customers.

1.6 Performance monitoring

- Tracks the NDAO's progress against its strategic objectives, identifies areas for improvement, and demonstrates the value delivered to policing.
- Features meaningful performance indicators, regular reporting, and a data-driven approach to evaluating impact and informing continuous improvement.

2.1 Data maturity assessments

Sitting within the **improving data culture and literacy service group**, the aim of this service is to **support policing to understand and improve their data maturity** by providing a comprehensive and standardised evaluation of data and analytics maturity, highlighting areas of strength and weakness, and enabling the creation of tailored recommendations for improvement. This service will also provide the NPDAB with a national view of progress against the Data and Analytics Strategy and pinpoint areas requiring national attention.

Baseline maturity assessments have been completed across all England and Wales forces, but minimal progress has been made in terms of next steps to turn these point in time evaluations into tangible action plans. This service presents an ideal opportunity for the NDAO to build on an existing body of work to demonstrate and deliver value to policing.

3.2 Data Sharing

As part of the **enabling responsible use of data** service group, the aim of this service is to provide toolkits of standardised policy, guidance & templates, along with specialist advice and support, to **facilitate secure and ethical data sharing practices across policing**.

This is a critical area for policing and has the potential to deliver significant benefit to local forces and communities, by enabling improved cross agency data sharing and identification of risk.

The data sharing service is one of the more mature of the delivery services, with substantial progress already made by the data availability pillar lead and colleagues in the National Police FOI & Disclosure Unit (NPFDU). Along with the work within the cross Criminal Justice Service Data Improvement Programme this service represents a 'quick win' for the NDAO to pull together existing artefacts, fill in any remaining gaps and package up the materials into a toolkit to launch to policing in the first six months of year 1.

3.3 Data quality & standards

Also within the **enabling responsible use of data** service group, the data quality and standards service focuses on **establishing and promoting consistent data quality and data standards across all policing datasets**.

By enhancing data quality, this service aims to improve the effectiveness of data analysis, decision-making, and operational outcomes across policing. Data quality is a clearly identified national priority, with any progress in this area expected to be high profile for the NDAO.

Data quality is an ongoing area of focus for policing, with the NPDAB data foundations pillar having already overseen a PDS programme of data management assessments with a set of pilot forces. This activity provides a sound foundation for the development of a national data quality framework and tools to drive improvements in data quality at both a local and national level.

4.2 Data skills & pathways

This service is part of the **growing data and analytics capability** services group and is focused on **setting the standards for data and analytics talent** and providing guidance and templates to enable forces to recruit and retain talent within policing.

Having the right specialist skills in place is a known challenge for police forces. The NDAO has a leading role to play, working with partners such as the College of Policing and PDS, in setting a national standard for data and analytics professionals, providing practical tools and templates to enable forces to grow their local capability in this space.

The NPDAB has already made good progress on this service, with the data skills pillar lead working in conjunction with the CoP and PDS to develop a set of specialist personas and role profiles, mapped to the government data capability framework, a skills and capability matrix and a set of learning pathways.

5. All delivery services within the centralised national datasets service group

The services within this group are existing services under the NPDAB business plan, all of which are aimed at **enabling access to good quality, standardised policing data at a national level**. The role of the NDAO in delivering this service is to represent policing to define data requirements, standards and approach when developing and maintaining national data assets.

The services include support to existing national programmes of work such as the PDS led Delivery Landscape Review Programme (DLRP) and the Data Maturity Assessment Recommendations (DMAR), national data acquisition and the policing data requirement, and the delivery of a centralised national data platform for policing (as outlined in section 3.2.3 of this report).

As all of these services relate to critical ongoing programmes of work in partnership with other agencies, it is essential that activities for these services are prioritised at the start of year 1, commencing with detailed project planning for each service to define activities for the year.

6.3 Analytics solutions & products

This service is part of the **analytics delivery and solution development** services group, which is a group of services designed to provide a centralised approach to the development and delivery of national analytics solutions, products and services.

A key element within this services group is new analytical tooling, encompassing the **development and provision of national analytics solutions to address policing challenges**, and within this service are several such solutions which are in various stages of their development lifecycle.

Two solutions have been identified as priorities for the NDAO in year 1 these are; ****S31(1)****

, and ANPR Find and Profile, a machine learning tool designed to assist County Lines Drug intelligence identify those who convey drugs around the country.

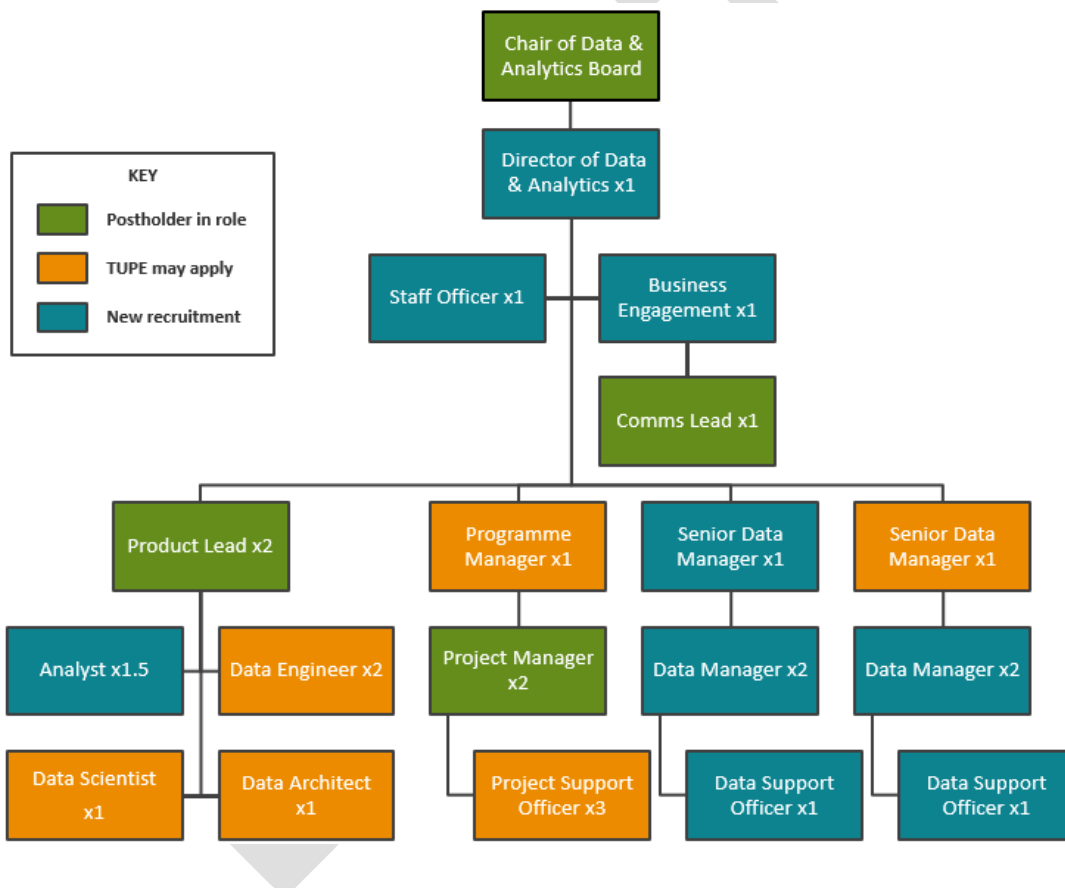
Through CDAP, ****S3(1)****

ANPR Find and Profile is already operational in 3 ROCUs and is looking to be rolled out to the remaining ones during year 1. Additional crime types are also being considered and the tool will be considered for the Organised Immigration Crime team in the early part of year 1.

5.3 Year 1 Structure – Establish Foundations and Deliver Early Value

The team structure for year 1 is actively being developed in alignment with the PID and roadmap and will be finalised shortly. The structure takes into account existing available budget for 2025/26, equating to a total staffing cost of £2 million¹. It has been designed to provide a mix of capabilities across data and analytics to be able to progress activities across the breadth of the NDAO service offer, blending the analytics capabilities from the original CDAP model with dedicated data capabilities to create a sustainable model. The structure also ensures suitable leadership and specialist capabilities for the effective running of the NDAO, including capabilities such as PMO, business change and communications. The structure chart is shown in figure 2, below.

Figure 2: National Data & Analytics Office Team Structure – Year 1



There is a significant dependency on the recruitment of staff into the NDAO in order to be able to successfully deliver the identified year 1 priorities as captured in section 5.2; specifically, the activities required to **stand up the NDAO and set it up to deliver services** and the **delivery of the data and analytics services to provide early value to policing**.

Delivering these identified priorities without a full complement of staff in post represents a significant challenge. The colour coding in figure 2 provides a summary of the current position in terms of staffing against the model. In summary:

¹ Structure and costs have been provided by NPCC and have not been scrutinised in detail as part of this PID. These are indicative costs which are subject to change following hay review of job descriptions.

- The full team structure (25.5 posts) will not be in place for the start of year 1.
- While some post holders (5 in total) are in place already, other posts are currently vacant. There are 9 posts where TUPE² may apply, leaving 11.5 posts requiring new recruitment into the structure (note this figure will change if TUPE does not apply).
- Where TUPE does apply and there is a match of an existing employee into a role, it is likely that the postholder would be in place in quarter 1 of year 1.
- For those posts which require new recruitment, including any posts where there is not a TUPE match, the forecasted recruitment timeline, from approval of job descriptions to postholder commencing in role, is 6-9 months.
- This means that for the majority of the roles in the new structure, the postholder is not expected to be in place until quarter 3 of year 1.

Within this challenge there is a specific risk in relation to the start of year 1. **At the start of year 1 (April 2025) the NDAO will need to have a set of core roles with postholders in place and commencing activities to stand up the NDAO**, alongside **progressing some of the data and analytics service delivery activities**. This core team (shown below in figure 3) will be required to make demonstrable progress across these services in quarter 1 if the NDAO is to deliver visible value to policing in the first year.

Figure 3: Identified Core Team - Year 1

Director of Data & Analytics x1	Staff Officer x1	Setting strategy and direction and overseeing the progression of the foundational activities outlined in the internal service design group.
Comms Lead x1	Business Engagement x1	Establishing the right communications and business engagement approach, ensuring these foundational elements are in place in readiness for delivery of the priority services.
Programme Manager x1	Project Manager x2	Coordinating and managing the varied activity taking place as part of the standing up of the NDAO and the early work to progress activities to deliver services to policing.
Senior Data Manager x1	Data Manager x1	Delivering against some of the priority data and analytics services, including advisory and guidance services and delivery of data and analytics solutions.
Product Lead x 2	Data Architect & Data Engineer	

Only three of this core team are currently in post, with the potential for TUPE match for the programme manager, senior data manager and data architect and engineer roles. Should the TUPE assessment not result in a match for any roles, they would require new recruitment alongside the director, staff officer, business

² TUPE assessment to be carried out by PDS HR Director

engagement lead and data manager role, meaning the majority of the core team may not be in place until quarter 3.

Risk: Delays in recruiting key personnel for the NDAO core team could impact the establishment of the office's internal structure and delay the NDAO's ability to deliver visible value to policing in year 1.

Mitigation:

- Prioritise recruitment activity and/or movement of TUPE matched staff for identified core roles
- Explore secondment opportunities to cover roles on an interim basis while recruitment takes place, this could include extension of current secondees within CDAP
- Consider utilising in-year salary underspend (c.£300k) to commission an external supplier to deliver specific work packages from the priority data and analytics delivery services

The year 1 delivery roadmap (outlined in section 6, below), sets out the sequencing of identified activities for each of the priority services. **The roadmap is based on the assumption that the core team identified in figure 3 will be in place from April 2025.**

It should be noted that even with this core team in place, **it will not be possible to commence all of the priority services in quarter 1.** Activity across the internally focused enabling services to stand up the NDAO will be prioritised from April, along with three of the data and analytics delivery services. The remaining services would need to remain paused until quarter 3, when the outstanding data specialists are expected to in post. **Should the NDAO wish to progress these services earlier, they could consider the mitigation outlined in the box above,** utilising in-year salary underspend to commission external supplier support, with prioritisation of work packages coordinated through the NPDAB and NDAO governance.

5.4 Year 2 – Grow Capability and Deliver National Impact

The focus in year 2 moves to building further on the foundations established in year 1, growing the capability and capacity of the NDAO to be able to deliver greater impact for national policing. Police reform will be well established, providing clear strategy and direction, and the director of the NDAO will have been in post for 12 months at this point, leading the set up and delivery of the services in line with the strategy and business plan.

As owner of the strategy, the director will be responsible for determining the priorities for year 2, ensuring alignment to police reform and the NPCC digital strategy, and deciding how those priorities are best driven forward by the NDAO team. It is for this reason that the priority services and activities identified below have been outlined at an overview level (for the whole of year 2) and should be considered indicative and subject to change based on the strategy and direction set by the NDAO director, under the approval of the NPDAB.

By year 2, the communications and business partnering activities progressed in the previous 12 months will have enabled policing stakeholders to gain a clear understanding of the role and ambitions of the NDAO and will helped them to understand how they can get the best from the centralised national capability to support them with their data and analytics activity. The successful delivery of priority services, such as the services portal, data sharing toolkit, ANPR and Prometheus rollouts will have demonstrated the art of the possible to stakeholders, giving them early sight of the value the NDAO can bring to national policing.

In its simplest terms, year 2 is about bringing bigger and better value, with the NDAO growing further to enable it to take on larger programmes of activity to tackle some of policing's thornier data and analytics challenges. All of the enabling capabilities established in year 1 will remain critical to success and should continue to be evaluated to ensure that the NDAO operating model and capabilities are fit for purpose to drive the national data and analytics agenda on behalf of policing.

5.4.2 Year 2 priorities

The year 2 outline plan makes the assumption that the enabling services progressed during year 1 have resulted in established working practices as part of the NDAO operating model, and that these processes are being well managed by leadership through internal oversight and governance.

There will be a requirement for enabling activities to support the growth of the team into year 2, with an expectation that these activities will commence in the last quarter of year 1, but services such as business partnering and governance & commissioning are expected to be operating as business as usual and are therefore not featured specifically in the outline plan for year 2.

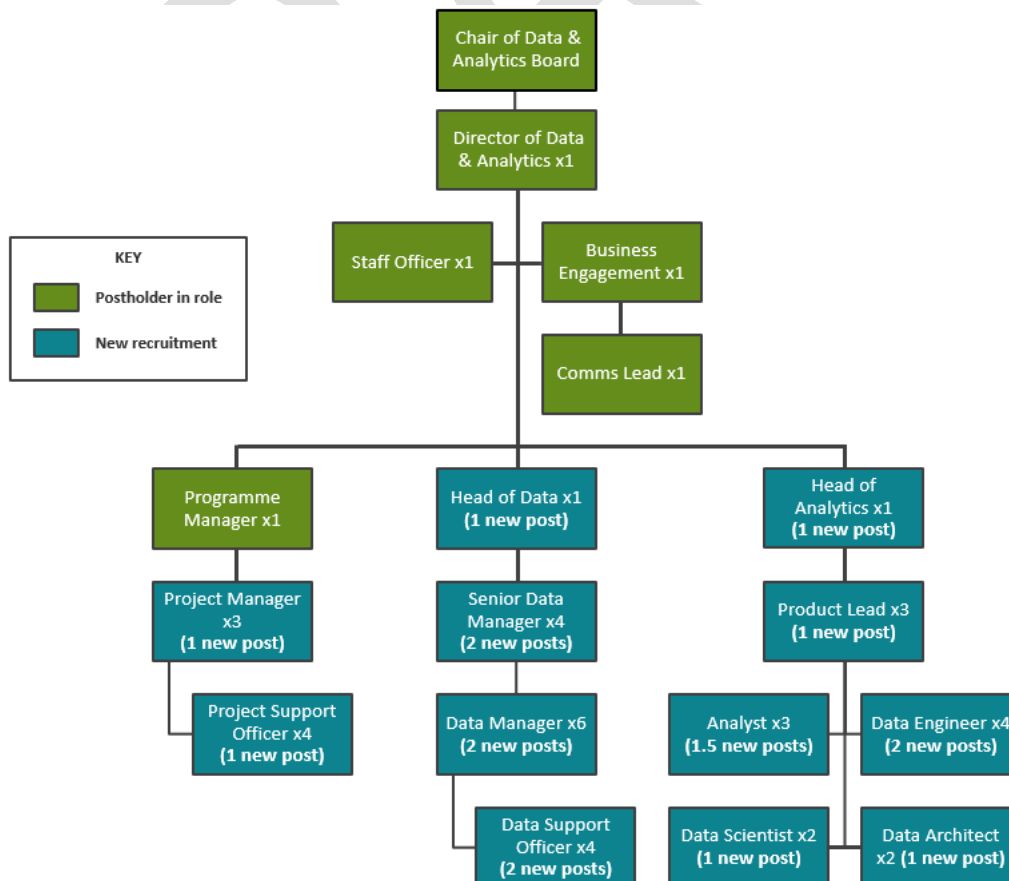
The year 1 delivery services carry over into year 2, with the suggested activities building on the work progressed in the first year. Further delivery services should commence alongside these activities, with prioritisation following a similar approach to year 1, aiming for representation from each of the services groups. Data literacy improvement, data breaches, data & analytics TOM blueprint, ethics strategy & framework and PoC evaluation and scaling are suggested as logical areas for focus in year 2.

5.4.2 Year 2 structure

To achieve these goals, the NDAO will need to grow. While the Director will define the future structure, an indicative model (Figure 4) suggests areas for expansion, with a clear focus on capability that will enable the NDAO to strengthen its ability to deliver products and services on behalf of policing. This growth represents an estimated additional £1 million investment, to fund 16.5 new posts, bringing the total staffing cost from £2 million in year 1 to £3 million in year 2.

To ensure the long-term sustainability and growth of the NDAO, a data levy is being considered. This mechanism would provide dedicated funding to support the NDAO's expanding role in providing essential data and analytics services to policing, further reducing reliance on individual force budgets.

Figure 4: National Data & Analytics Office Team Structure – Year 2



6 Delivery Roadmap

The delivery roadmap (year 1) and outline plan (year 2) have been developed to reflect the priority services and operating structures identified in section 5. The year 1 roadmap is intended to provide a clear action plan, detailing the sequence of activities required to establish and grow the national data and analytics office.

Included in this section of the report are:

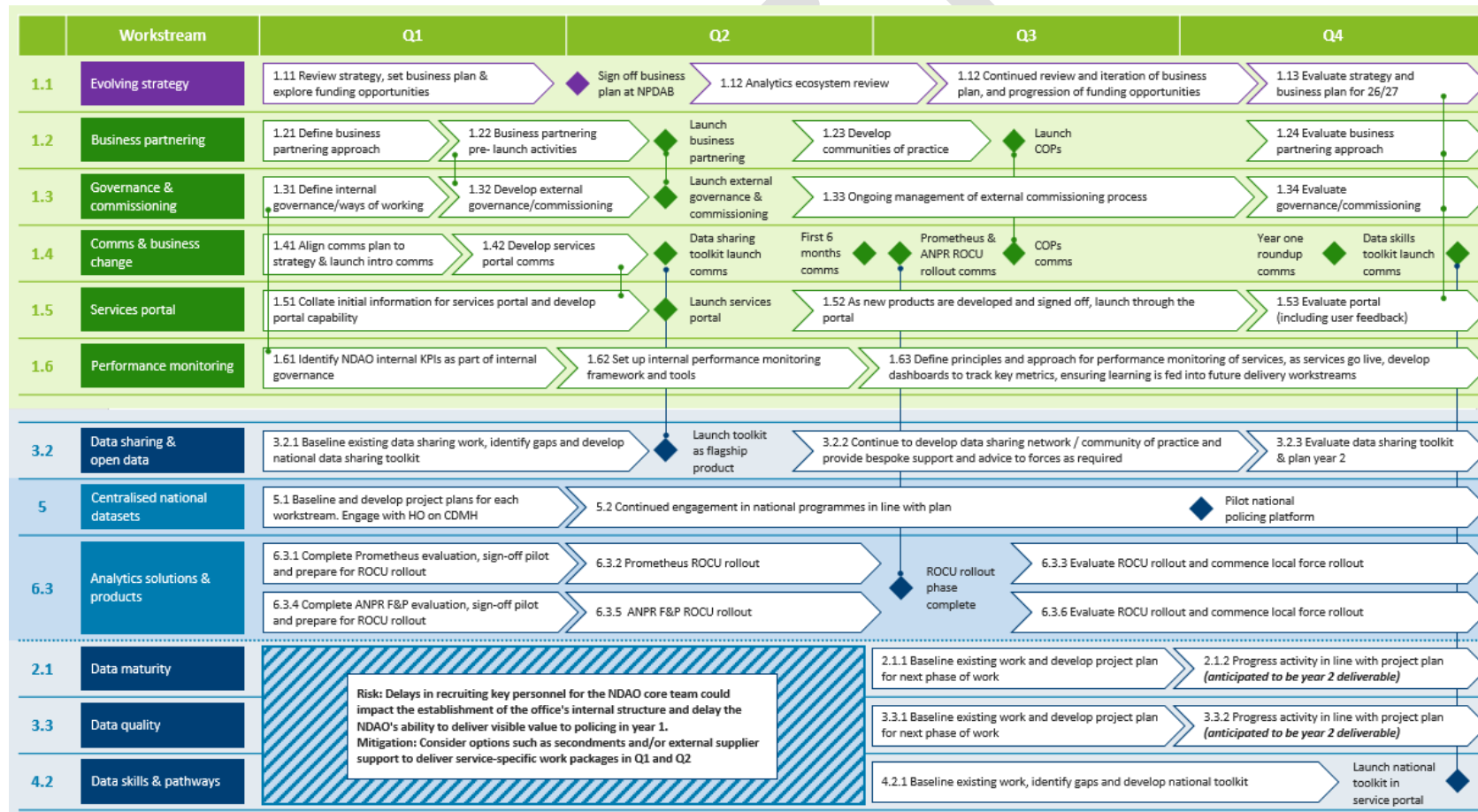
- 6.1 Year 1 roadmap – Establish foundations and demonstrate early value
- 6.2 Year 2 outline plan – Grow capability and deliver national impact
- 6.3 Business benefits

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6.1 Year 1 Roadmap - Establish Foundations and Demonstrate Early Value

In line with the identified priorities for year 1, the roadmap includes detailed activities for both the enabling services to stand up the NDAO, and the delivery services required to demonstrate early value to policing.

Figure 4: Year 1 Roadmap



6.2 Year 2 Outline Plan - Grow Capability and Deliver National Impact

Table 1: Year 2 Outline Plan

Service	Year 2 focus and key activities	Success looks like
Enabling services		
Evolving strategy	Continue to engage with police reform, shaping strategy and business plan to best support and align.	Strategy and business plan are responsive to evolving police reform priorities, ensuring the NDAO remains aligned and relevant.
Communications	Continue to develop and disseminate high-quality content that communicates the NDAO's impact, with focused campaigns for new services as they go live.	Increased awareness and understanding of the NDAO, evidenced by high engagement with content and successful adoption of new services launched through targeted campaigns.
Services portal	Continue to grow the content in the services portal, replacing 'coming soon' information with artefacts for the identified services.	High user engagement with the services portal. Positive feedback from forces on the portal's usability and value as a central hub for resources and support.
Performance monitoring	Develop monitoring frameworks and data visualisation tools for all identified priorities, ensuring that this mapping is carried out as part of the early service activities.	Dashboards for all identified priorities, enabling monitoring of local and national performance and tracking of progress against plan.
Delivery services – year 1 priorities		
Central national datasets	Continue to progress all major programmes within this services group, engaging with partners as required and seeking opportunities to influence funding decisions to secure investment.	Key national datasets are populated and accessible through the national data platform. Increased funding and resources are secured for national data initiatives.
Data sharing QA & support	Continuous improvement of toolkit, gathering feedback, conducting periodic reviews, engaging with community of practice, and developing supplementary resources where required.	Increased adoption and positive feedback on the data sharing toolkit. Improved consistency and security in data sharing practices across policing.
New analytical tooling	Securing investment into nationally scalable analytical solutions, working with the sector and relevant partners to prioritise, commission, develop and deploy solutions at a national level.	Two new national analytical solutions available to policing through a central platform.
Data maturity assessments	Data visualisation tools will transform assessment findings into interactive dashboards, enabling a national view of data maturity to guide improvement activity and provide a baseline for comparison for next round of assessments.	National dashboard for data maturity assessments, enabling monitoring of progress against data maturity improvement plan.
Data quality & standards	Building on year 1, the focus will shift to driving continuous improvement and embedding a culture of data quality, defining nationally standardised requirements for new systems to improve data quality from the outset.	Improved data quality across core data assets, resulting in a high quality national dataset for policing.
Data skills & pathways	Continuous improvement of the national skills and pathway framework, engaging the community of practice to foster knowledge sharing and collaboration, and tracking the overall	Increased adoption of the national skills framework by forces. Measurable improvements in data literacy and data capability across policing.

	impact of the service on data capability both locally and nationally.	
Delivery services – year 2 priorities		
Data literacy improvement	Deliver targeted training and awareness programmes to enhance data literacy across all levels of policing, measuring impact and adjusting content based on feedback.	Increased confidence and competence in using data to inform decision-making across policing. Positive feedback on the relevance and effectiveness of training programmes.
Data breaches process	Operationalise the national data breach process, providing clear guidance and support to forces on incident response and reporting. Conduct exercises to test and refine the process.	Consistent and effective handling of data breaches across policing. Reduced risk and impact of data breaches through timely and coordinated responses.
Data & analytics TOM blueprint	A logical next step from the national skills and pathways framework, the provision of a TOM blueprint for local force use, informed by examples of good practice from the sector and wider industry.	Improved data and analytics capabilities across forces, enabling local forces to make best use of their data to drive operational outcomes.
Ethics strategy & framework	Working in partnership with colleagues such as OPSCA, NPCC AI portfolio & College of Policing, develop a data and analytics ethics toolkit for policing.	Enabling a balanced approach that ensures risks are identified and managed without stifling innovation to realise the value of data.
PoC evaluation and scaling	Working with analytics ecosystem partners, define an approach to evaluation of PoCs to identify nationally scalable solutions, and commence evaluation activity.	A pipeline of prioritised, nationally scalable PoCs to define new analytical tooling programmes for year 3 and beyond.

6.3 Benefits Realisation

6.3.1 Year 1 Business Benefits

The establishment of the NDAO presents a significant opportunity to transform policing by enabling data-driven insights. Year 1 will be crucial in laying the groundwork for the NDAO's future success, focusing on building core capabilities, and demonstrating early value to policing stakeholders. The examples provided below are illustrative and aim to demonstrate the types of outcomes the NDAO is working towards, aligned to the key success criteria identified in section 2.3. These examples will be refined and validated as part of project planning, as the NDAO establishes a robust baseline collection and benefits measurement processes.

Expected Quantitative Benefits

Quantitative benefits are those that can be measured objectively using numerical data.

- **Increased police force collaboration:** More police forces will actively engage in data initiatives, fostering a collaborative approach to data sharing and analysis. *Benefits measurement example, onboarding 10 police forces onto the national data platform.*
- **Improved data literacy among stakeholders:** Targeted training will lead to a noticeable improvement in data literacy across policing. *Benefits measurement example, achieving an 80% pass rate on a basic data literacy assessment for participating officers.*
- **Streamlined access to NDAO services:** A user-friendly services portal will provide easy access to the majority of NDAO resources. *Benefits measurement example, making 80% of key NDAO services accessible through the portal by year-end.*
- **Increased data sharing across police forces:** The NDAO will facilitate increased data sharing across police forces through trust-building measures and dedicated tools. *Benefits measurement example, achieving*

five new nationally standardised data sharing agreements templates for key policing initiatives (i.e. VAWG).

- **More efficient use of police resources:** Local police forces will experience greater efficiency by leveraging NDAO tools and resources to streamline tasks and processes. *Benefits measurement example, using Prometheus, investigations that previously required five officers and seven weeks to triage materials can now be conducted by one officer within two hours resulting in a 99.8% reduction in investigation time.*

Expected Qualitative Benefits

Qualitative benefits are often subjective and relate to improvements in quality, perception, or experience. While challenging to quantify precisely, these benefits are equally important and will primarily be assessed through stakeholder feedback methods such as questionnaires and interviews.

- **Increased trust and transparency in data sharing:** The NDAO will operate with clear guidelines and ethical frameworks, fostering trust and transparency in data sharing.
- **High user satisfaction with the services portal:** The services portal's intuitive design and valuable resources will result in high levels of user satisfaction.
- **Stronger partnerships between the NDAO and stakeholders:** Open communication and a deep understanding of policing needs will strengthen partnerships between the NDAO and stakeholders.
- **More informed decision-making through data analysis:** The NDAO will empower police forces to make more informed decisions by providing access to data insights and analytical tools.
- **Enhanced crime prevention:** Data analysis and predictive modelling will contribute to improved crime prevention and detection rates.
- **More effective and efficient policing operations:** The NDAO will support more effective policing by enabling data-driven resource allocation and process optimisation.

Possible Cashable benefits

The initial focus of the NDAO in Year 1 is on establishing foundations and demonstrating early value, but there are possibilities for cashable benefits which could be explored and realised in year. For example:

- The NDAO's work in data analysis and automation could identify tasks currently done manually that could be streamlined. This would free up time to focus on other priorities and complex issues, potentially leading to FTE-related savings.
- More efficient investigations and better use of evidence (supported by NDAO tools) could lead to faster case resolution, reducing the overall cost of the investigative process.
- Improvements in local force compliance with relevant legislation and standards would significantly reduce the risk of adverse events such as a data breach, resulting in a reduction in fines and other associated costs.

It is crucial to acknowledge that Year 1 is about laying the groundwork. Cashable benefits, especially those related to FTEs or crime reduction, are likely to be realised over a longer time frame.

6.3.2 Year 2 Business Benefits

Building on the foundational work of year 1, the NDAO's focus in year 2 will shift towards expanding its capabilities and delivering greater impact for national policing. This will involve taking on larger, more complex data and analytics initiatives to address significant challenges facing policing. While a formal benefits measurement methodology is implemented, the NDAO should anticipate achieving substantial progress across quantitative, qualitative, and cashable benefit areas. The examples provided below are illustrative and aim to demonstrate the types of outcomes the NDAO is working towards. These examples will be further refined and validated as the NDAO's capabilities mature and robust data collection and measurement processes are implemented.

Potential Quantitative Benefits

In Year 2, the NDAO should aim to demonstrate measurable progress against key performance indicators, building on the baseline established in Year 1.

- **Increased scale of data sharing:** Expanding the volume and complexity of data shared through NDAO platforms. *Benefits measurement example, increasing the number of connected police datasets/data assets by 20% and facilitating the secure sharing of sensitive crime data for multi-force investigations.*
- **Enhanced data analysis capabilities:** Expanding the range and sophistication of data analysis tools and services offered to police forces. *Benefits measurement example, deploying advanced predictive modelling tools that assist in forecasting crime hotspots and enabling proactive allocation of resources.*
- **Improved efficiency and effectiveness of policing operations:** Demonstrating measurable improvements in police force efficiency and effectiveness through the use of NDAO services. *Benefits measurement example, a 5 percentage point improvement in crime clearance rates through enhanced investigative support.*

Potential Qualitative Benefits

- **Fostering a culture of data-driven decision making:** Embedding data analysis into core policing processes and decision-making frameworks.
- **Strengthening national collaboration and knowledge sharing:** Facilitating greater collaboration and knowledge exchange between police forces on data-related initiatives.
- **Enhancing public trust and confidence:** Demonstrating responsible and ethical data handling practices to maintain public trust and confidence in data-driven policing.

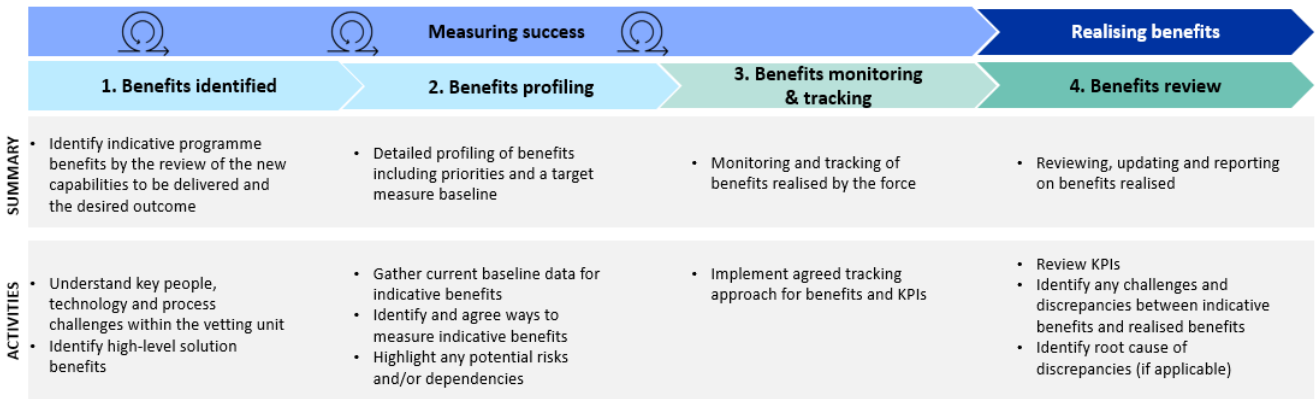
Possible Cashable benefits

Building on the foundational work of Year 1, the NDAO will be better positioned in Year 2 to identify and begin realising cashable benefits.

6.3.3 Benefits Realisation

It is anticipated that a **four phase Benefits approach** will allow NDAO to profile, baseline, track, and achieve the identified potential benefits. NPDA will need to lead on the identification, profiling, and tracking of the benefits. Currently they can commence identification of benefits and gathering baselines but cannot commence tracking until the work has begun and recourses are in place to commence the work. This four-phase approach has been outlined in figure 5 below with further information provided in appendices C-E.

Figure 5: Benefits Management Approach



The identified benefits were re-visited across key milestones, in case of any workstream changes: design sign-off, UAT sign-off, hypercare exit.

DRAFT

Appendix A – Stakeholder List

#	Name:	Role / Organisation
1	**S40(2)**	CDAP Product Lead (CJ)
2	Paul Netherton	CDAP SRO
3	Abby Turner	Data Responsibility Pillar Lead
4	Chris Todd	NPPC Lead for Analytics and co-chair of NPDAB
5	**S40(2)**	Head of Data & Analytics Services at PDS
6	**S40(2)**	Home Office Public Safety Group
7	**S40(2)**	Data Protection Manager at the NPFDU
8	**S40(2)**	Data Availability Pillar Lead
9	**S40(2)**	Interim Director for the Centre for Police Productivity (CoP)
10	**S40(2)**	CDAP Business Engagement Lead
11	**S40(2)**	CDAP Programme Director and Deputy SRO
12	**S40(2)**	Head of the National Crime and Justice Lab and PSG Data Team
13	**S40(2)**	Head of Organisational Development & Change within NPCC
14	Claire Vickers-Pearson	Data Skills and Literacy Pillar Lead.
15	**S40(2)**	Head of the National Police Capabilities Unit
16	**S40(2)**	Chief of Staff to CC Rob Carden, DDaT CC
17	Aimee Smith	NPPC Lead for Data and co-chair of NPDAB
18	**S40(2)**	Science and Innovation Coordination Committee Coordinator
19	**S40(2)**	Performance Management Coordination Committee Coordinator
20	**S40(2)**	Product support officer for **S31(1)**

Appendix B – Service Descriptions

2.1 Data Maturity Assessment

<p>Service Overview:</p> <p>The Data Maturity Assessment service (sitting within the improving data culture and literacy service group) focuses on providing individual forces with a comprehensive evaluation of their data and analytics maturity. This evaluation will highlight areas of strength and weakness, enabling the creation of tailored recommendations for improvement. This service will provide the NPDAB with a national view of progress against the Data and Analytics Strategy and pinpoint areas requiring national attention.</p>
<p>Customers - how will this service deliver value and benefits locally and nationally?</p> <p>For local police forces:</p> <ul style="list-style-type: none"> • Targeted improvement: Forces gain a clear understanding of their data maturity level, allowing them to focus on areas requiring the most attention. • Actionable roadmap: Bespoke recommendations provide a clear path for enhancing data capabilities and data-driven decision-making. • Benchmarking and best practices: Forces can compare their maturity against national standards and learn from best practices identified through the assessment process. <p>For national value:</p> <ul style="list-style-type: none"> • Strategic oversight: The NPDAB gains a national overview of data maturity, enabling data-driven decision-making and resource allocation. • Targeted interventions: National-level insights highlight areas where centralised support or interventions are needed to elevate overall data maturity. • Progress monitoring: The service establishes a baseline for tracking progress against the Data and Analytics Strategy over time.
<p>What does 'success' look like for this service?</p> <ul style="list-style-type: none"> • Comprehensive assessments: All forces will receive a comprehensive and individualised data maturity assessment report, providing a clear understanding of their current capabilities and areas for improvement. • Actionable recommendations: Each report will provide clear, actionable, and tailored recommendations for improvement, empowering forces to take concrete steps towards enhancing their data maturity. • National baseline and benchmarking: A national data maturity baseline will be established, enabling progress tracking, benchmarking against best practices, and identification of areas for national intervention. • Strategic resource allocation: The NPDAB will utilise assessment findings to inform resource allocation and national interventions, ensuring targeted support for forces requiring assistance in specific areas. • Measurable improvements: Police forces will demonstrate measurable improvements in their data capabilities and data-driven decision-making, leading to more effective and efficient policing outcomes.

3.2 Data Sharing QA and Support

Service Overview:
<p>The Data Sharing QA and Support service (as part of the enabling responsible use of data service group) focuses on providing Quality Assurance (QA) and support services to facilitate secure and ethical data sharing practices across policing. This is crucial as it enables forces to maintain data integrity, protect privacy, and build trust, ultimately enhancing public safety. This service delivers value by enabling multi-agency working to build a fuller picture of risk by bringing together datasets. The service's ambition is to establish a trusted and efficient data sharing process within policing by providing clear guidance, standardised processes, and readily available support to all forces.</p>
Customers - how will this service deliver value and benefits locally and nationally?
<p>For local police forces:</p> <ul style="list-style-type: none"> • Reduced risk: Clear guidance and readily available support will minimise errors and ensure compliance with data protection regulations, mitigating potential legal challenges and reputational damage. • Increased efficiency: Streamlined QA processes and easily accessible information will save valuable time and resources, allowing for better allocation of time locally. • Enhanced Data Quality: By promoting consistent standards and providing access to quality assurance resources, local forces will benefit from improved data accuracy and consistency, leading to more reliable analysis and better-informed decisions at the local level. <p>For national value:</p> <ul style="list-style-type: none"> • Enable national-level analysis: Consistent data standards and practices will facilitate large-scale analysis and insights, enabling a more holistic understanding of risks and vulnerabilities for more effective interventions. • Support with strategies and policies: Standardised data agreements developed through the service will provide a robust framework for national policing strategies, ensuring consistency and legal compliance across all forces. • Enhance collaboration: Seamless data sharing agreements will foster collaboration between police forces and other agencies, enabling more coordinated and effective responses to complex crime and security threats.
What does 'success' look like for this service?
<ul style="list-style-type: none"> • Clear purpose and scope: The toolkit should clearly articulate the specific data sharing scenarios it's designed to support, both at national and local levels (e.g., investigations, crime analysis, performance monitoring). • Legal and ethical framework: Provide clear and up-to-date guidance on relevant legislation, policies, and standards governing data sharing (e.g., Data Protection Act, GDPR, human rights). • Technical infrastructure and standards: Facilitate secure and reliable data transfer between systems and forces, using appropriate encryption and access controls. • Governance and process support: Offer templates and guidance for developing clear and legally sound data sharing agreements between parties. • User support and resources: Provide accessible training materials, guidance documents, and FAQs to support users in understanding and using the toolkit effectively.

3.3 Data Quality and Standards

Service Overview:
<p>The Data Quality and Standards service (within the enabling responsible use of data service group) focuses on establishing and promoting consistent data quality and data standards across all policing datasets. This involves developing clear data definitions, implementing data quality monitoring mechanisms, and providing guidance and support to ensure data accuracy, consistency, and reliability. By enhancing data quality, this service aims to improve the effectiveness of data analysis, decision-making, and operational outcomes across policing.</p>
Customers - how will this service deliver value and benefits locally and nationally?
<p>For local police forces:</p> <ul style="list-style-type: none"> • Improved data reliability: Forces can trust their data to be accurate, consistent, and reliable, leading to more informed decision-making at all levels. • Reduced errors and inconsistencies: Clear data standards and quality monitoring minimise data discrepancies, reducing errors in analysis and reporting. • Enhanced interoperability: Consistent data standards facilitate seamless data sharing and collaboration between forces and with external agencies. <p>For national value:</p> <ul style="list-style-type: none"> • High-quality national datasets: Reliable and consistent data from individual forces contribute to robust national datasets for strategic analysis and policy development. • Effective data sharing: Common data standards enable seamless data exchange between forces and with national bodies, supporting national initiatives and investigations. • Improved data-driven policing: Enhanced data quality across the board strengthens the foundation for data-driven policing strategies and initiatives.
What does 'success' look like for this service?
<ul style="list-style-type: none"> • Standardised data landscape: All police forces adopt and adhere to a comprehensive set of data standards and definitions, creating a unified and consistent data landscape across policing. • Proactive quality assurance: Robust data quality monitoring mechanisms are implemented, enabling proactive identification and remediation of data quality issues before they impact operations or decision-making. • Measurable data improvements: Police forces demonstrate tangible improvements in key data quality metrics over time, reflecting a sustained commitment to data quality management. • Seamless data sharing: Consistent data standards facilitate smoother and more efficient data sharing between forces and with national bodies, breaking down data silos and supporting collaborative efforts. • Data-driven policing: High-quality data becomes a cornerstone of policing, leading to more effective decision-making, improved operational outcomes, and ultimately, enhanced public safety.

4.2 Data skills and pathways

Service Overview:
<p>The Data Skills and Pathways service (part of the growing data and analytics capability services group), is focused on establishing a national standard for data and analytics talent within policing. Building on the progress already made by the NPDAB, in collaboration with the College of Policing (CoP) and PDS, this service will provide forces with practical tools, templates, and guidance to effectively recruit, develop, and retain data professionals. This will address the known challenge of attracting and retaining specialist data skills within police forces.</p>
Customers - how will this service deliver value and benefits locally and nationally?
<p>For local police forces:</p> <ul style="list-style-type: none"> • Targeted recruitment: Access to standardised role profiles and a national skills framework will enable forces to target recruitment efforts more effectively and attract the right talent. • Streamlined development: Clear learning pathways and development resources will support forces in upskilling their workforce and building internal data expertise. • Improved retention: A focus on career progression and professional development within data and analytics will improve talent retention within police forces. <p>For national value:</p> <ul style="list-style-type: none"> • Elevated data maturity: A nationally consistent approach to data skills and career pathways will contribute to a more data-mature and data-driven policing landscape. • Standardised data practices: Common skills frameworks and professional standards will promote consistency in data handling and analysis across all forces. • Attracting and retaining talent: A clear and attractive national proposition for data professionals will enhance the recruitment and retention of data talent within policing.
What does 'success' look like for this service?
<ul style="list-style-type: none"> • Standardised skills framework: All police forces adopt and utilise the nationally defined data and analytics role profiles, skills matrix, and capability framework. • Effective recruitment & development: Forces demonstrate an increase in successful recruitment and development of data professionals, leveraging the provided tools and resources. • Improved data literacy: Police personnel at all levels demonstrate increased confidence and competence in using data to inform their work, contributing to a stronger data culture. • Talent pipeline established: Clear and attractive career pathways for data professionals are established, ensuring a sustainable pipeline of data talent within policing. • Data-driven innovation: Enhanced data skills contribute to a culture of innovation, enabling police forces to develop and implement cutting-edge data-driven solutions.

5 Centralised National Datasets

Service Overview:
<p>This group of services, already established under the NPDAB business plan, focuses on enabling access to high-quality, standardised policing data at a national level. The NDAO plays a crucial role in representing policing to define data requirements, standards, and approaches for developing and maintaining national data assets. This service encompasses several key areas:</p> <ul style="list-style-type: none"> • Central national datasets: Establishing and managing core national datasets that provide a unified and consistent view of policing data. • Data acquisition & policing data requirement: Defining and implementing processes for acquiring, validating, and integrating data from various sources to meet national policing needs. • DLRP support: Providing ongoing support to the PDS-led Delivery Landscape Review Programme (DLRP), ensuring alignment with national data standards and architecture. • CECP support: Collaborating with the Central England Collaboration Project (CECP) to leverage synergies and ensure consistency in data management practices, particularly for monitoring police performance. • DMAR initiatives support: Supporting the implementation of recommendations from the Data Maturity Assessment Recommendations (DMAR) to enhance data quality and governance across policing.
Customers - how will this service deliver value and benefits locally and nationally?
<p>For local police forces:</p> <ul style="list-style-type: none"> • Access to quality data: Forces will have access to reliable, consistent, and standardised national datasets, improving decision-making and operational effectiveness. • Reduced duplication of effort: A centralised approach to data management will reduce redundancy and streamline data-related processes for forces. • Enhanced collaboration: Standardised data will facilitate seamless data sharing and collaboration between forces and with national bodies. <p>For national value:</p> <ul style="list-style-type: none"> • National datasets: High-quality, standardised data will underpin more effective national analysis, policy development, and strategic decision-making. • Efficient data sharing: Common standards and a centralised platform will enable more efficient and effective data sharing across policing. • Enhanced data-driven policing: Improved data access and quality will contribute to a more data-driven and intelligence-led policing landscape.
What does 'success' look like for this service?
<ul style="list-style-type: none"> • National data standards: A comprehensive set of data standards and definitions for key policing data is adopted and implemented across all forces. • Centralised data platform: A secure, reliable, and accessible national data platform is established, providing a single source of truth for policing data. • Streamlined data acquisition: Processes for acquiring, validating, and integrating data from various sources are streamlined and standardised. • Effective data governance: Robust data governance frameworks are in place to ensure data quality, security, and ethical use. • Data-driven culture: A data-driven culture is fostered within policing, where data is valued, insights are shared, and decisions are informed by evidence.

6.3 Analytics delivery & solution development - Prometheus

Service Overview:
<p>The Prometheus service, part of the "Making Best Use of Analytics" services group, is focused on the national rollout and adoption of an advanced analytical capability developed by the Centre for Data and Analytics in Policing (CDAP). This web-based tooling, deployed through a cloud-based platform, enables forces and ROCUs to efficiently query large datasets from multiple sources, specifically targeting high-volume, unstructured data. Building on successful pre-pilot phases demonstrating significant time and resource efficiencies in combating Child Sexual Abuse and Exploitation (CSAE), the service aims to onboard Prometheus onto the NPCE, making it accessible to all forces via a secure internet connection. This national rollout, potentially starting with ROCUs in the second half of year one, presents a key opportunity for the NDAO to showcase its ability to deliver impactful national analytical solutions.</p>
Customers - how will this service deliver value and benefits locally and nationally?
<p>For local police forces:</p> <ul style="list-style-type: none"> • Increased efficiency: Prometheus automates complex data analysis, freeing up significant officer time and resources. • Enhanced investigations: Faster analysis leads to quicker identification of victims and offenders, improving investigative outcomes. • Improved officer wellbeing: Reduces exposure to harmful content and empowers officers to focus on high-value tasks. <p>For national value:</p> <ul style="list-style-type: none"> • Standardised analytical capability: Provides a consistent and powerful analytical toolset accessible to all forces, enhancing national investigative capabilities. • Cost savings: Efficiencies gained through automation translate into significant cost savings across policing. • Improved public safety: Faster identification and apprehension of offenders, particularly in areas like CSAE, enhances public safety.
What does 'success' look like for this service?
<ul style="list-style-type: none"> • National rollout: Prometheus is successfully onboarded onto the NPCE and accessible to all police forces and ROCUs. • High user adoption: Forces actively utilise Prometheus in their investigations, demonstrating a high level of adoption across policing. • Demonstrable impact: Tangible benefits, such as reduced investigation times, increased positive CJS outcomes, and cost savings, are evident across multiple crime types. • Scalability and adaptability: The Prometheus platform proves scalable and adaptable to accommodate new data sources, analytical capabilities, and evolving crime threats. • Enhanced collaboration: Prometheus facilitates greater collaboration and intelligence sharing between forces, supporting national investigations and strategic initiatives.

6.3 Analytics delivery & solution development – ANPR Find and Profile

Service Overview:
<p>The Find and Profile Tool, part of the "Making Best Use of Analytics" services group, is focused on the national rollout and adoption of an advanced analytical capability developed by the Centre for Data and Analytics in Policing (CDAP). This web-based tooling, deployed through a cloud-based platform, enables ROCUs to efficiently query large datasets from the National ANPR Service, specifically targeting previously identified drug running routes. Building on successful pilot phase in three ROCU's demonstrating significant drug and cash seizures, the service aims to roll the tool out to the remaining ROCU's whilst investigating the potential for the tool to be utilised across other crime types such as Organised Immigration Crime. This national rollout, starting with the remaining ROCUs in the first half of year one, presents a key opportunity for the NDAO to showcase its ability to deliver impactful national analytical solutions.</p>
Customers - how will this service deliver value and benefits locally and nationally?
<p>For ROCU's:</p> <ul style="list-style-type: none"> • Increased efficiency: Targeted police activity creates efficient use of time to obtain results. • Enhanced investigations: Faster analysis leads to quicker identification of offenders, improving investigative outcomes. <p>For national value:</p> <ul style="list-style-type: none"> • Standardised analytical capability: Provides a consistent and powerful analytical toolset accessible to all ROCU's, enhancing national investigative capabilities. • Cost savings: Efficiencies gained through automation translate into significant cost savings across policing. • Improved public safety and confidence: Faster identification and apprehension of offenders, particularly in areas like Drugs supply and Organised Immigration Crime, enhances public safety and improves public confidence.
What does 'success' look like for this service?
<ul style="list-style-type: none"> • National rollout: The remaining ROCU's are successfully onboarded onto the NPCE and accessible to all police forces and ROCUs. • High user adoption: ROCU's actively utilise the tool in their investigations, demonstrating a high level of adoption across policing. • Demonstrable impact: Tangible benefits, such as quantities of drugs and cash seized, increased positive CJS outcomes, and cost savings, are evident across multiple crime types. • Scalability and adaptability: The tool proves scalable and adaptable to other crime types. • Enhanced collaboration: The ANPR tool facilitates greater collaboration and intelligence sharing between forces, supporting national investigations and strategic initiatives.

Appendix C – Benefits Management Approach

1. Identification & Mapping

An example of a benefits map for the project has been outlined in **Appendix D**. This map forms the foundation for successful benefits realisation. It will need to be taken to NPADB board for the benefits to be shortlisted and agreed for profiling and planning.

2. Profile & Planning

A benefit profile is a document that describes a single benefit, including its baselines, targets, owners, enablers, and dependencies. Once the NPADB board has completed the process of profiling the shortlisted benefits to capture key metrics, such as the target and baseline measurements, sources of data, owners, risks, and actions for each benefit they will be able complete benefit profiles.

For the shortlisted benefits, each individual profile contains:

- Benefit implementation plan,
- Roles and responsibilities,
- Benefit RAG status,
- Key dates,
- Assumptions, risks, and dependencies.
- An example of a benefits profiles can be found in **Appendix E**.

3. Benefits Monitoring & Review

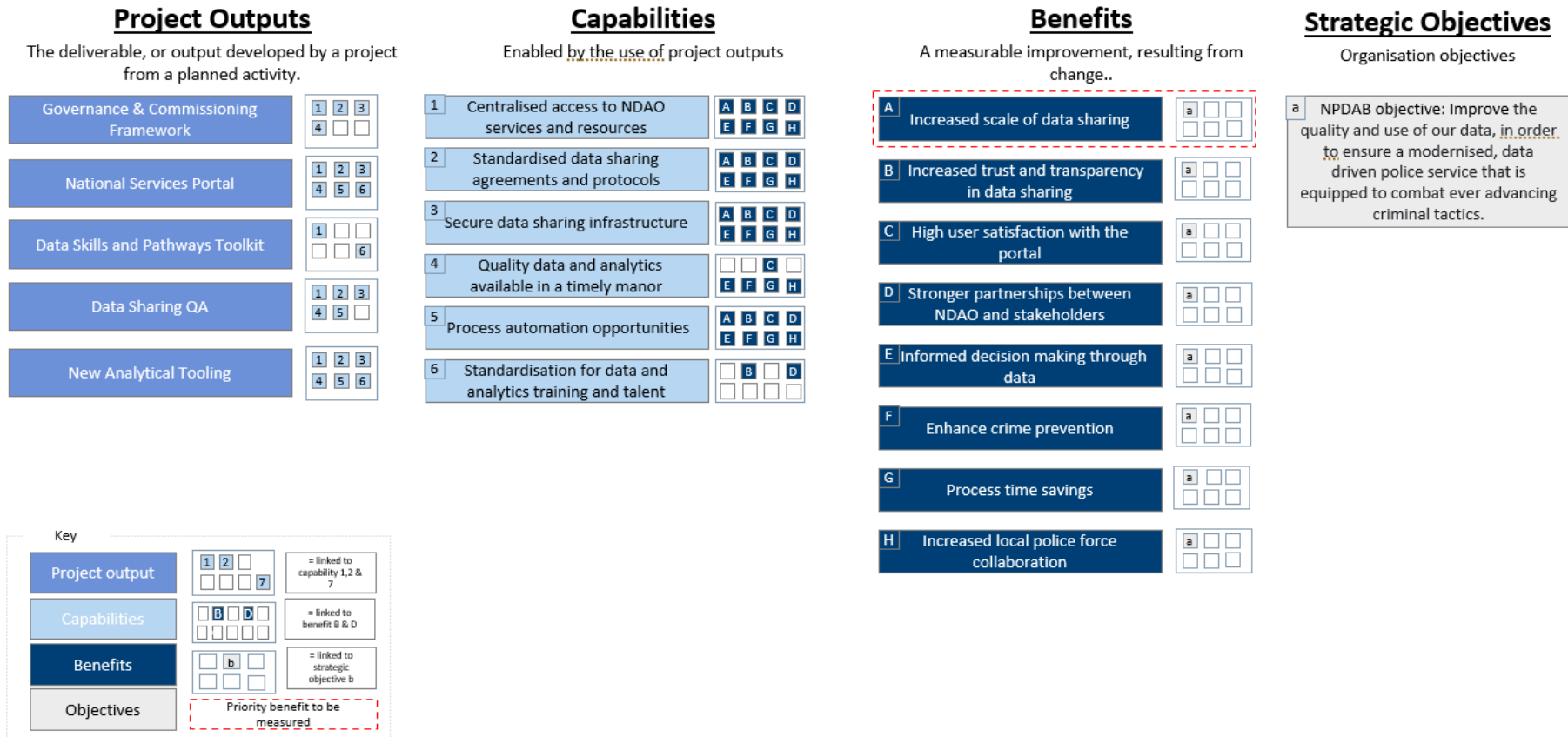
Benefits monitoring is dependent on successful identification and capture of baseline data, profile & planning, and successful delivery of the project outputs linked to those benefits (e.g., Benefits Monitoring for the New Data Platform will commence upon the completion of the platform going live). For each benefit profile, the key metrics will be tracked against the benefits realisation plan, reporting on whether the project benefits are still valid and capturing the actual measurement of each metric. If required, corrective action will be taken by the benefit owner to ensure that the target can be achieved as planned or root cause analysis will be carried out to identify the reasons for deviation from plan.

4. Benefits Realisation

Benefits realisation is the process of embedding and achieving the target measurement of change. All services within the NDAO will be responsible for measuring and managing benefits and will but the NPADB will ultimately be accountable for achieving benefits and reporting them to Home Office, NPCC and local forces to secure future funding.

Appendix D – Benefits Map Example

Note: This is a simplified example, the actual benefits map would be completed as part of detailed project planning and may be more extensive, reflecting the full scope of the NDAO's work.



Appendix E – Benefits Profile Example

Benefit 001: Increased scale of data sharing

BEN_001			
Profile	Ref ID: BEN_001	Benefit title	Increased scale of data sharing
	Realisation stage		Year 2 - Ongoing (This benefit will likely be realised incrementally over time)
	Business Services Rationale		Enhanced data sharing across police forces is essential for more effective crime analysis, intelligence sharing, and collaborative investigations. Increased scale enables a more comprehensive and accurate understanding of crime trends, patterns, and networks.
	Benefits Owner		NDAO (Head of Data Sharing QA and support)
Measurement	Benefits category		Quantitative
	Measurement and unit examples		Number of connected police databases. Volume of data shared through NDAO platforms. Number of data sharing agreements established.
	Calculation, assumption and data source		Number of connected databases: Direct count based on NDAO records. Volume of data shared: Tracked through NDAO platform usage logs. Data sharing agreements: Tracked through legal and compliance records.
	Baseline Value		(To be determined based on Year 1 data)
	Target Value		TBC