

The Third Cityforum
Digital Policing Round Table



Enabling Change Through Technology

Thursday 26 October 2017
BT Centre, Newgate Street, London

A report of the Third Digital Policing Round Table, convened by Cityforum and developed in consultation with the Digital Policing Portfolio, National Policing Technology Council and Police ICT Company, examining the progress policing has made to date in its digital transformation, what may now be expected and at what pace it can be achieved.



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Introduction

There are too few opportunities for quality thinking time in today's hectic environment.

For me, the chance to bring international sponsors, the Police and Fire Minister, an Olympian, senior policing colleagues, service providers and others together to listen, inform and challenge each other on the issues arising to create digitally enabled policing was too good an opportunity to miss.

What is clear to me is the increasing recognition of the need for policing to ensure greater consistency to new and emerging digital communities, to increase public confidence in police ability to reduce harm, and to build partnerships capable of bridging the significant delivery gaps that currently exist.

The Cityforum event promoted some challenging views of the world and invited attendees and their organisations to do everything possible to ensure that they did not simply 'polish the same old problem'.

Whatever that problem looks like, and however user communities, police or political leaders care to define the outcomes they seek, much of policing in a digital world continues to be an essentially human endeavour.

However, the accelerating pace of Artificial Intelligence, and the opportunities data provides law enforcement agencies, combined with a fundamental need to build in effective ethical challenge is creating an unprecedentedly complex environment for those involved. The quality of the debate, and the commitment of those present to drive better prevention and become more proactive was clear.

The underlying challenge was for those in positions of responsibility to stop seeing the digital challenge as just a 'digital problem' and instead to use today's opportunities to build a new bedrock of skills, knowledge and practice for a new digitally enabled policing future.

In my work as Chair of the Digital Policing Board, the Cityforum Digital Policing Round Table series has been very valuable.

Together with Cityforum and its partners, I trust you will find this a useful and thought-provoking report.



Stephen Kavanagh
Chief Constable, Essex Police; Chair Digital Policing Board

Foreword

The public safety community faces increasing challenges - doing more with less, managing technology transition and being able to turn abundant data into intelligence, increased operational efficiency and better outcomes.

Technological transformation can offer potential solutions that will significantly save time, improve efficiency and deliver benefits across a range of areas.

Modernising the emergency services with the right data, machines and intelligent innovations can relieve some of the burden: automation can trigger a series of actions to make response times quicker; and big data that is openly shared by the community can be analysed for trends and behaviours to identify the most significant and high priority threats. As the transformation continues with a layer of Artificial Intelligence (AI) we might even be able to predict incidents before they occur.

For this to happen, public safety organisations need not just the best tools and data to meet their evolving needs, but also a partner with specialised knowledge and experience to train people to use them and identify ways of working never thought possible. Helping forces balance both community policing needs and national threats.

Motorola Solutions is working with forces in the UK now, helping them to effect the first stages of the technology transformation that we must all embrace in order to remain relevant and effective.

Motorola Solutions is pleased to have sponsored this report to encourage debate and knowledge sharing around digital transformation. With over 90 years public safety experience and a 50 year history with the emergency services in the United Kingdom, we believe we are well placed to help meet evolving public safety needs.



David Robinson

To find out more about our solutions contact: david.robinson@motorolasolutions.com

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A day of debate, dialogue and decisions

Cityforum's Third Digital Policing Summit brought together chief officers, police CIOs, technology vendors, and experts from the policy and business worlds. The discussion took place under the Chatham House Rule, allowing for free expression of views, hopes and concerns. This summary of the event captures the themes and the mood of an intense day's discussion.

Technology moves fast, as does the service when faced with immediate opportunities or threats. Since the Digital Policing Summit series began, forces have achieved much, particularly in mobilising workflow and image capture. However, the challenges facing police forces and the barriers to transformation can seem immutable. As one participant observed, the risk is of polishing the problem, rather than considering solutions.

In the event, the diagnosis of policing's situation was acute, while the proposed remedies were consistent and actionable. In some aspects, discussion about digital policing reflected its maturity: the community has moved from considering options to establishing how it phases and resources some agreed objectives. Technology journeys may differ, but there is substantial consensus about the digital destination. In other ways, the conversation was visionary, reflecting the scale of the challenge. When senior folk in policing propose a consortium approach to engaging with industry for business change, there's clearly appetite for radical reform.

Engage the public, focus on the victim

As in previous years, the round table considered the digitalisation of policing, and policing of the digital realm. These two are inextricably linked: the growth of online crime and the emergence of new digital threats are important drivers of the demand crisis which mandates technology-enabled transformation of policing. Fresh perspectives on online threat and harm came from early sessions and a pre-conference dinner which focused on the interests of the victim, and on new concepts of community and crime.

Chief officers are already on a tightrope between demand for community policing and the threat of organised crime and terror. They are determined that the police service should stay relevant to the public's concerns as new vectors of online harm emerge. Failure to engage with new types of victimhood is a challenge

to public confidence, perhaps even to perceptions of legitimacy. Delegates engaged with some fundamental questions about the role the service can play. It was accepted that our reactive model for policing is challenged by the use of images for harassment and blackmail, the scale of online grooming and the industrialisation of economic crime.

Is proactive disruption of harmful activity the answer? New legislative or operational measures would require better public and political understanding of digital vulnerability. This means that policing needs to communicate a clear and coherent narrative about online threats, the opportunities to confront them, and the ethical considerations involved in doing so. The message and the approach must be framed in clear and relevant terms, which can be tough for a service focused on tasks, and steeped in traditional concepts of criminality and victimhood. No speaker underestimated the difficulty of designing new models for digital policing while under scrutiny from politicians and partners; all agreed that consent from those quarters was essential.

Demand and control

On the one hand it is vital that the service retains public confidence as the authority on digital public safety; on the other hand, innovations which counter online threats can emerge from many sources. Delegates considered the personal safety smartphone app Hollie Guard, which can alert contacts discreetly when the user is in jeopardy. Police forces have been enthusiastic advocates of this solution and similar tools, with various initiatives in place to integrate alerts into control rooms. Technologists noted that policing can expect the market in these apps, and the platforms of choice, to be fast-changing; control room assets and processes need to have the flexibility to adjust as new personal safety tools emerge.

Control room issues loomed large in discussion of the changing nature of demand. It was noted that novel threats and risks – whether relating to online crime or not – have a significant impact on the time taken to process and grade incidents. Delegates were warned against expecting channel shift initiatives to reduce the load on the control room. Innovation in incident reporting shouldn't be tied to optimistic efficiency projections.

There's no way of taking money off the table when discussing policing transformation. The willingness of chief officers,

technology leaders and industry to talk candidly about models for benefits realisation and investment is one of this round table's greatest strengths. Discussion of the long-term funding envelope for digital policing was far from theoretical: many of the speakers and delegates have an active role in making the service's case to the Treasury. But policy experts were gloomy about prospects for improvement in the service's financial outlook, and they were proved right by the Autumn Budget which followed shortly afterwards.

Hard political choices set the context. That's fine when chief officers and the public agree on priorities. Sadly, they don't always do so. Most obviously, investment in digital policing and police digitalisation needs to be offset against demands for levels of visible patrolling and incident attendance which are no longer supportable. More subtly, metrics for efficiency which once seemed appropriate, such as the time spent on each call, can retain political authority even when the service has moved on.

Participants acknowledged that politicians are obliged to be attuned to the public mood. Elected representatives may be oversensitive to naïve commentary; they may inspire some of it. That said, reasoned arguments can and do sway the political classes and commentators, which makes the need for joined-up messaging on digital operating models all the more pressing. But to make an effective case for digital investment in a time of austerity, policing needs to be better at articulating financial benefits.

The need for financial credibility

Many participants were senior budget holders with experience from the commercial sector as well as in policing. Their concerns about the service's ability to predict and achieve financial goals were serious. This is only one facet of wider disquiet about project and programme management within policing, but it has a particularly troubling impact on the ability of police transformation leaders to secure funds.

Although cultural change objectives are a serious component of police digitalisation, the financial impact is extremely difficult to assess. Many programmes are essentially preventative, and it is difficult to present proof of benefits when there is no counterfactual example. Benefits cases are often built on assumptions about the impact on staffing which later turn out to

be superseded. Projected business outcomes are set in stone at the beginning of a programme; one technology leader noted that the service is reasonably good at setting objectives at the outset but poor at reviewing progress, achievements and the wider context, meaning that the potential and scope for benefits diverges significantly from assumptions even when programmes deliver viable outputs.

These are tough challenges, and the broader question about professionalising or outsourcing project delivery may provide some of the answers. A participant from elsewhere in government reminded delegates that larger, grandiose, longer-term schemes are less likely to achieve their projected financial benefits than smaller projects. This is useful advice. But the direction of travel is consolidation: from a plethora of Police Reform & Transformation Board (PRTB) initiatives to six or seven service-wide projects, from National Police Chiefs' Council (NPCC) programme leaders absorbing cost overruns in their own force's budget to risk borne at a national level. Digital policing needs the capacity to talk sensibly about big numbers.

Collaboration is here, if unevenly distributed

There were a number of respects in which the mood of the round table was positive and optimistic about police technology issues which have previously been seen as challenging. Perhaps the most important was around collaboration. The perception that forces operate in 43 technology silos was comprehensively rebutted. Shared ICT (Information and communication technology) departments are not new, and neither are clusters of forces defined by their application choices. What has improved is the general ability to navigate the alliances, identify a manageable number of stakeholders and make decisions accordingly, especially on the part of chief officers with national responsibilities.

A further boost to the ICT collaboration agenda comes from the increased scope and role of the National Police Technology Council (NPTC) as technical design authority for NPCC's Information Management & Operational Requirements Coordination Committee (IMORCC) with a growing number of working groups focusing on every aspect of police technology. One force technology leader noted the divergence in pay and responsibilities among NPTC members. While more consistency in how technology interfaces with the business of policing would be valuable, a short-term benefit of this diversity has been the NPTC's ability to synthesise

Technology consensus and the end of legacy

various skills and perspectives. This has added depth to NPTC outputs such as the recently published National Strategic ICT Principles, which provide a robust, consensual framework for technology choices and common standards.

Among those NPTC principles, commitments to “cloud first” and technology-independent applications represent significant shifts from legacy ICT approaches. This reflects perceptible optimism among attendees about the ability of police ICT leaders to deliver the technology which digital policing demands, and to extract substantially more value from the service’s ICT budgets. Frustration about the proportion of spend associated with the maintenance of legacy systems remains high, but arguments about the direction of travel appear to have been won.

Some forces are well embarked on a journey towards cloud-based technology and rapid, responsive application delivery. They are comfortable with their strategy, but warned that the initial costs of transitioning towards the cloud model were high. Public sector peers some way further down the road provided reassurance. In parts of Whitehall, large complex application estates have already given way to in-house delivery, flexible services procurement, off-the-shelf infrastructure and deep integration between technology and the business – all at a reduced cost.

The savings from transitioning from legacy applications to cloud services only come when you turn the old systems off. Replacement platforms will be far more short-lived than the stalwarts they replace. Data itself, however, may have all kinds of long-term uses, as opportunities for exploiting analytics emerge. This means that application-independent data management strategies are required, perhaps governed by the principle that “metadata is the new data”.

Broad comfort about the present direction of police technology was taken for granted by contributions which looked rather further ahead. The capacity of the police technology community to scan horizons and provide a cohesive account of ICT futures was questioned. And commentators from outside the service suggested that the intellectual property vested in UK policing’s emerging technology portfolio would be impressive enough to warrant

marketing abroad.

Budgeting for digital

Unsurprisingly, neither industry participants nor police ICT leaders would support a notion that technology spend needs to be reduced in order to free up funds for front-line investment. Nor would they consider the total force technology budget a meaningful proxy for efficiency. Such a view would be difficult to sustain in the future, as the costs of technology move from capital investment to revenue spend, increasingly attributable to individuals and the tools they use. Politicians and chief officers seem to concur. But although the technology spend envelope seems safe, it is clear that the easiest route to funding new digital policing initiatives lies in savings from the existing ICT budget.

This presents a practical problem for technology leaders. Digital policing mandates new approaches to technology, borrowing from the flexible agile architectures of digital businesses. This style of application development avoids significant upfront costs, and is hailed as a sensible, frugal alternative to large unwieldy programmes freighted with political risk. However, there are some very significant costs in transitioning to the infrastructure and staffing models implicit in the new model, and those costs take a substantial amount of time to recoup. Without new funding – or a significant raise in the precept – many ICT chiefs will find it very difficult indeed to meet the technology investments which national programmes will require over the next couple of years. One participant suggested that the concurrent demands of the Digital Policing Portfolio programmes, the National Enablers and the Home Office Policing portfolio may be too aggressive, and that some rephasing is required.

Are savings from smarter procurement the answer? The restrictions imposed by OJEU (Official Journal of the European Union) processes are a perennial target for frustration. Vendors have less freedom to innovate when they are obliged to commit to contracted outputs. Chief officers and technologists may find themselves hamstrung by procurement rules when they wish to extend a relationship. Frustrating though the issues are, the structural workarounds are already in place. Frameworks on the Digital Marketplace – particularly G-Cloud – are an obvious route to market, and the Police ICT Company is positioned (if not resourced) to offer rather more robust commercial assurance within a broad range of procurement offerings. And while the scope for economies of scale

Taking it outside: industry and business change

is real, there has already been plenty of consolidation in force ICT requirements.

Police technologists are not only concerned about how to fund change in their own estate. They are also concerned about the service's ability to realise the benefits of new digital platforms. Suggestions that policing needs external help to deliver change as well as technology came from participants within policing, as well as from business services firms.

What are the capabilities that policing may lack? One contributor pointed to the difference between how chief officers manage real-world incidents and how effectively they control business change. Exemplary leaders, who take every aspect of risk personally when public safety is at stake, may seem comparatively forgiving about the risk of failure in change programmes. They appear more willing to defer to experts, and to accept setbacks with grace. Does police transformation require a new style of leadership, single-minded in pursuit of new operating models, or can the energy and focus required to drive change programmes be imported?

Transferring these capabilities isn't straightforward. The differences between change management in policing and in other businesses are stark. Articulating them, though, demonstrates the scale of the challenge, and the internal capacity shortfall. Policing has very limited controls over demand in comparison with commercial businesses; significant demand arises from prioritisations made by other local public services. This does not exempt policing from the need to analyse and address productivity, but it does mean that outputs have to be considered as part of a nexus of relationships and the local ecosystem of services. Organisational pivots in the commercial world require agile marketing; when digital policing adapts to new threats and circumstances, it will need to be similarly agile and responsive with its messaging to ensure that the public and other stakeholders remain supportive. The expertise and resource to deliver on requirements like these may well need to be imported.

That said, some of the change management blockers which participants identified might be exacerbated by the use of external

services firms. Governance was said to consume 80% of the time for digital policing's most senior staff leader, and a Whitehall expert pointed out the difficulty of identifying "who holds the ring" in policing. Introducing an additional layer of commercial oversight could muddy the waters further.

There's also a concern as to whether services firms can deliver all the way on workflow and workforce reforms. It's all very well for insights from operational analytics to enable networked digital intermediaries like Uber or Airbnb to pivot at speed, but changes to roles, responsibilities and structures in a people-intensive service will always require significant internal effort and line management resource.

Workforce reform supported by industry often entails outsourcing, particularly of back office functions and sharable services. Outsourcing as we currently know it, relies principally on labour arbitrage. The work is moved where the jobs are cheaper. In future, though, the industry will move rapidly to delivery which relies on automation and machine learning. Policing will need to be canny – and well advised by corporate lawyers – to ensure that the savings accrue to the service, rather than its suppliers.

Questions about the appropriate delivery model remain subordinate to the dilemma of whether business change programmes should be managed at a force level, or nationally. Advocates of going to the market for a consortium big enough to take on the risk of business change were hopeful that the service could consolidate operational processes before deploying new technology platforms; this proposed approach is consistent with the recommendation for slower phasing of the national policing technology portfolio.

National business change, though, brings its own complexities. A central government participant noted that there is an awkward balance between standardisation and innovation; what is nationally mandated is often very flexible, and avoids duplication of effort, but the sad fact is that imposed solutions tend to fail. It was also suggested that the public sector as a whole is poor at identifying best practice and developing the mechanisms to get it shared across the system. Policing was treated as a case in point, with the current Police Transformation Fund process creating a contest to be the first, rather than the most nationally appropriate.

Language enables sharing

Data and information governance still presents multiple challenges for process harmonisation, for multi-agency collaboration and for analytics activity. A comment that there are “islands of good practice, but no bridges between the islands” rang true.

While some of the biggest opportunities for policing through data harmonisation come from local initiatives, and depend on the support of local leaders within partner agencies, Whitehall provides examples of large-scale information sharing, and of a technology community which is fostering bilateral partnerships. The centre is also a natural home of ethical principles and proportionality guidance to govern data sharing, especially as the pace of Artificial Intelligence accelerates.

Not all the issues concerned sharing across institutional boundaries: one policing leader had fought hard to allow an external digital investigations specialist to access force records for exploratory analysis. And there are some more subtle issues at work relating to shared understanding between operational policing and the technology community.

The biggest obstacles to information sharing at scale come when there is no shared language. Discrepancies in nomenclature can be resolved; divergences in culture are harder to square. One of the successes of this round table was the degree of convergence between the thoughts and concerns of the senior policing contributors and those of the technology industry.

Consideration of how to improve the performance of policing was sparked off by an account of how technology has transformed the delivery and dynamics of the Olympic Games. The human elements are immutable; what is changed is how they are fine-tuned, and how they are made accessible to billions. Technology specialists recognise policing as a human process. They know that machines cannot do empathy: that machine learning will never supplant human emotional intelligence in engaging with a rape victim or a distressed drunk. The question is how to scale up what is essential, and what is human, about policing; how to bring the best out of the service.

So perhaps the cultures are bridgeable, and all that is required is a shared frame of reference. Participants who had journeyed furthest along their digital transformation were adamant that

technology needs to identify entirely with the business. And that means that process perspectives, data perspectives and technology perspectives require common terminology, all contextualised by a clear operating model.

Policing has had various attempts at this kind of enterprise architecture, dating back to the days of the Police Activities Glossary. The Crystallise programme, emerging within the Digital Investigation and Intelligence portfolio, provides substantial cause for renewed optimism that digital policing can deliver on this front. A hierarchy of services, capabilities and components provides the framework which will eventually allow each component to be articulated in terms of procedure, workflow, technology and financing. This provides a comprehensive development blueprint for introducing new components and capabilities into the operating environment and the technology stack.

However policing organises itself in order to overcome its barriers to organisational change, and however it chooses to make use of the commercial sector, initiatives like Crystallise will be essential.

Digital policing requires the service to articulate what it does, what it wishes to do, and what it values, in terms that allow some – but by no means all – of that to be industrialised. The best hope of achieving this lies in a shared reference model which has emerged from the service rather than being imposed by the centre, or dreamed up by a consultancy, no matter how it is eventually applied.

This summary was prepared for the Directors of Cityforum by Stephen Roberts of Vigilant Research in consultation with Cityforum Associates.

The Third Digital Policing Round Table was chaired by:

Mr Stephen Kavanagh, Chief Constable, Essex Police; Chair Digital Policing Board

Ministerial keynote address:

Mr Nick Hurd MP, Minister of State for Policing and the Fire Service, Home Office

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Cityforum has been contributing to public policy debate since 1990. The organisation comprises a small, trusted, independent group of experienced individuals, respected for their intellectual honesty, knowledge and extensive contacts spanning the private, public and not-for-profit sectors at all levels. In addition, it works closely with a large network of associates, providing depth, breadth and genuine expertise and practical experience. They include a former Cabinet Minister, a retired Member of the Episcopal Bench, public service officials, military, police, intelligence and security specialists, senior medical figures and business executives, academics, journalists and publishers. They contribute in London and elsewhere to Cityforum events and to the studies we undertake, including interviewing at all levels in organisations and sectors of interest.

From its inception working with the Bank of England on the Basel Accords; with the Reserve Bank of South Africa on the transition from apartheid; hosting and planning with the Scottish Government the Adam Smith Bicentenary; Cityforum has been active in an increasing number of areas that now include collaborations in security, policing, crime and justice, emergency services, critical national infrastructure, cyber, privacy, health and social care, transport, financial services, regulation and energy.

It researches and publishes reports and develops and hosts events in the UK and, where invited, around the world. As part of its bespoke advisory and strategic guidance service the organisation also acts as a 'candid friend' to senior public-sector executives, and undertakes studies and reviews, providing sound impartial advice and specialist judgement to assist in meeting the enormous challenges faced by the public service today.

With over 25 years shaping strategic thinking, building understanding and adding value within and between diverse groups, the organisation has a proven track record. Its highly regarded round table discussions and smaller conclaves are well known both for bringing together an enviable mix of decision makers and practitioners and for stimulating new thinking in response to some of the most difficult contemporary public policy challenges.

Cityforum has a particular interest in working with the police and holds three or four Round Tables a year on strategic, technological, human resources, value for money and strategic communication questions affecting the service. It also undertakes specialist advisory and monitoring work for individual Police and Crime Commissioners, and Chief Officers. This has been particularly useful when PCCs - Police and crime commissioners and Chiefs require studies to be undertaken by a seasoned group of specialists who operate methodically and quickly, and have particular skills in interviewing at every level in the organisations requesting assistance. Its reports are succinct and written in readable English rather than in management speak loaded with acronyms.



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Founded in 1928, Motorola has a history of innovation that has revolutionized communications. From pioneering mobile communications in the 1930s and manufacturing equipment that carried the first words from the moon in 1969, to supporting modern-day emergency response equipment for disaster relief efforts around the world, Motorola Solutions has a global footprint with solutions that demonstrate our thought leadership.

Motorola Solutions has generated 2016 revenues of \$6.04 billion worldwide with 12,000 employees. The company invests 10% of turnover annually on research and development resulting in thousands of patents. With this expertise, Motorola Solutions enables its customers to be their best in the moments that matter.



Vigilant Research - run by Stephen Roberts, who authored this report - provides independent analysis and insight to support technology leaders in the policing, security and justice sectors.

Vigilant Research's core activity is the Digital Policing Review programme, which examines technology progress and aspirations within UK policing. Current reporting on technology futures and analytics platforms follows publication of the Capability Assessment 2017 report, which tracked 45 digital maturity markers across the UK's territorial police forces. While the Digital Policing Review is editorially independent, non-commercial sector partnerships with the National Police Technology Council and the Police ICT Company ensure that research is directed where it has most value for the service, and the work is supported by industry partners Accenture, Atos, Capita, Clue, Coeus, Hitachi, JML Chronicle, L&A, Leidos and Opentext.

Stephen also chairs the National Police Technology Council working group on technology futures, and is establishing mechanisms to consolidate relevant futures material for the service.

Glossary of Acronyms

DPB - Digital Policing Board

The DPB sets the strategy for digital policing and defines, prioritises, and co-ordinates digital capability development nationally, regionally, and locally. The DPB reports to the Police Reform & Transformation Board (PRTB) and is chaired by Essex Police's Chief Constable Stephen Kavanagh. Members of the DPB include Police and Crime Commissioners (PCCs), and senior representatives from police forces, Home Office, National Crime Agency, College of Policing, and Police ICT Company.

IMORCC - NPCC's Information Management & Operational Requirements Coordination Committee

The National Police Chiefs Council's (NPCC) Information Management & Operational Requirements Coordination Committee (IMORCC), chaired by Commissioner Ian Dyson of the City of London Police, was created to support the journey to join up policing procurement of information assets and technologies. Within the IMORCC governance structure are the Operational Requirements Board (ORB); the National Police Technology Council (NPTC), the Police Information Assurance Board (PIAB), and the Terms of Reference (ToR) for IMORCC itself. More information can be found at the Police ICT Company Knowledge Hub: www.knowledgehub.ict.police.uk.

NPTC - National Police Technology Council

The National Police Technology Council (NPTC) is the Technical Design Authority for, and directed by, the NPCC Information Management and Operational Requirements Coordinating Committee (IMORCC) and draws its Membership from the CIOs and Heads of IT across the 48 forces. As agreed by Chief Constables' Council in October 2016, the NPTC's developing role is to act as a form of Technical Design Authority for the Service's ICT development. The Operational Requirements Board (ORB) and the Police Information Assurance Board (PIAB) also fall within the IMORCC domain and will undertake equivalent Business and Security Design Authority roles. More information can be found at the Police ICT Company Knowledge Hub: www.knowledgehub.ict.police.uk.

OJEU - Official Journal of the European Union

OJEU stands for the Official Journal of the European Union (previously called OJEC - the Official Journal of the European Community). This is the publication in which all tenders from the public sector which are valued above a certain financial threshold according to EU legislation, must be published. More information can be found at: www.ojeu.eu.

PCCs - Police and crime commissioners

www.gov.uk/police-and-crime-commissioners

The role of the PCCs is to be the voice of the people and hold the police to account. They are responsible for the totality of policing.

More information can be found at www.apccs.police.uk / the website for The Association of Police and Crime Commissioners (APCC), the national body that supports Police and Crime Commissioners (PCCs), and other local policing bodies across England and Wales, to provide national leadership and influence change in the policing and criminal justice landscape.

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