London Assembly Budget and Performance Committee

Progress Update on implementation of the MPS's ICT Strategy

Background

The MPS is undertaking a major programme of transformation in response to the challenge of reducing crime by 20%, reducing costs by 20% and increasing public confidence by 20%. This involves 5 key portfolios of change: MetChange, Commercial Strategy, Corporate Real Estate, Total Professionalism and Total Technology.

This report is to address recommendation 8:

> 'In April 2014, the MPS's Technology Investment Board (TIB) should provide the Committee with a progress update on implementation of the MPS's ICT strategy at the end of year 1 (2013-14). This should include an update on investment delivery and highlight the risks and benefits it has identified.'

Current Situation

The MPS's technology has been acknowledged as requiring a significant overhaul in 3 main areas: Infrastructure platform, applications and capability. It is also considered to cost considerably more than needed, and a significant savings target versus the 2012/13 costs has been established. In order to address this situation, a number of major initiatives have been commenced.

Infrastructure:

The current prime outsourcing arrangement with Capgemini as the primary provider reaches the end of the current contract in December 2015. This form of outsourcing is no longer viewed as the optimal approach for technology outsourcing, and an arrangement known as SIAM (Service Integration and Asset Management) or a 'Tower Model' is now recommended. To move from the current sourcing arrangement will involve contracting for the 6 major activities that constitute the Towers (Service Integration, Application Support, End User Support, Data Centers, Hosting and Networks). In parallel to these sourcing activities, a number of technology upgrades are required to transform the largely obsolete and expensive hardware and software to the latest technologies. The **Infrastructure Programme** amounting to £100m over 3 years will address the sourcing and transformation activities and deliver cashable technology savings.

Applications:

The Met Police application landscape is outdated and largely obsolete, with many siloed databases with the result that it is expensive to maintain, requires repeated data entry and vital data is unable to be retrieved easily or quickly. Additionally the applications are not capable of supporting the latest mobile devices and incur heavy support costs. Several linked major programmes to replace this environment address this situation, comprising: **Command & Control Futures** to replace the 999 Call Handling and Dispatch systems; **Mobility** to provide mobile devices, Body Worn Video and new in-car Mobile Data Terminals to increase visibility of Police Officers and reduce the need for Police Buildings; **Public Access** to allow the public to report non-critical crimes online, access information about crimes they have reported and support other on-line services; **Core Policing** to provide crime recording, investigation and case management; **Information Management** to create a POLE

(persons, objects, locations and events) data store and information bus to enable a fully joined-up Met Search capability and finally an **Enterprise Resource Programme** (ERP) to enable automation and efficiencies in the back-office commercial functions of HR, Finance and Procurement. Together these programmes will require £200m of investment over 3 years and deliver cashable technology savings and significant Officer time savings.

Capability:
The operating model that describes and defines the operating procedures as well as the workforce size and skillsets needed to design, develop, support and maintain the desired future technology platform for the MPS is being developed in parallel to the technology programmes.

Investment Delivery
The following diagram sets out the major delivery milestones across the three areas, namely Infrastructure Platform, Applications and Capability:
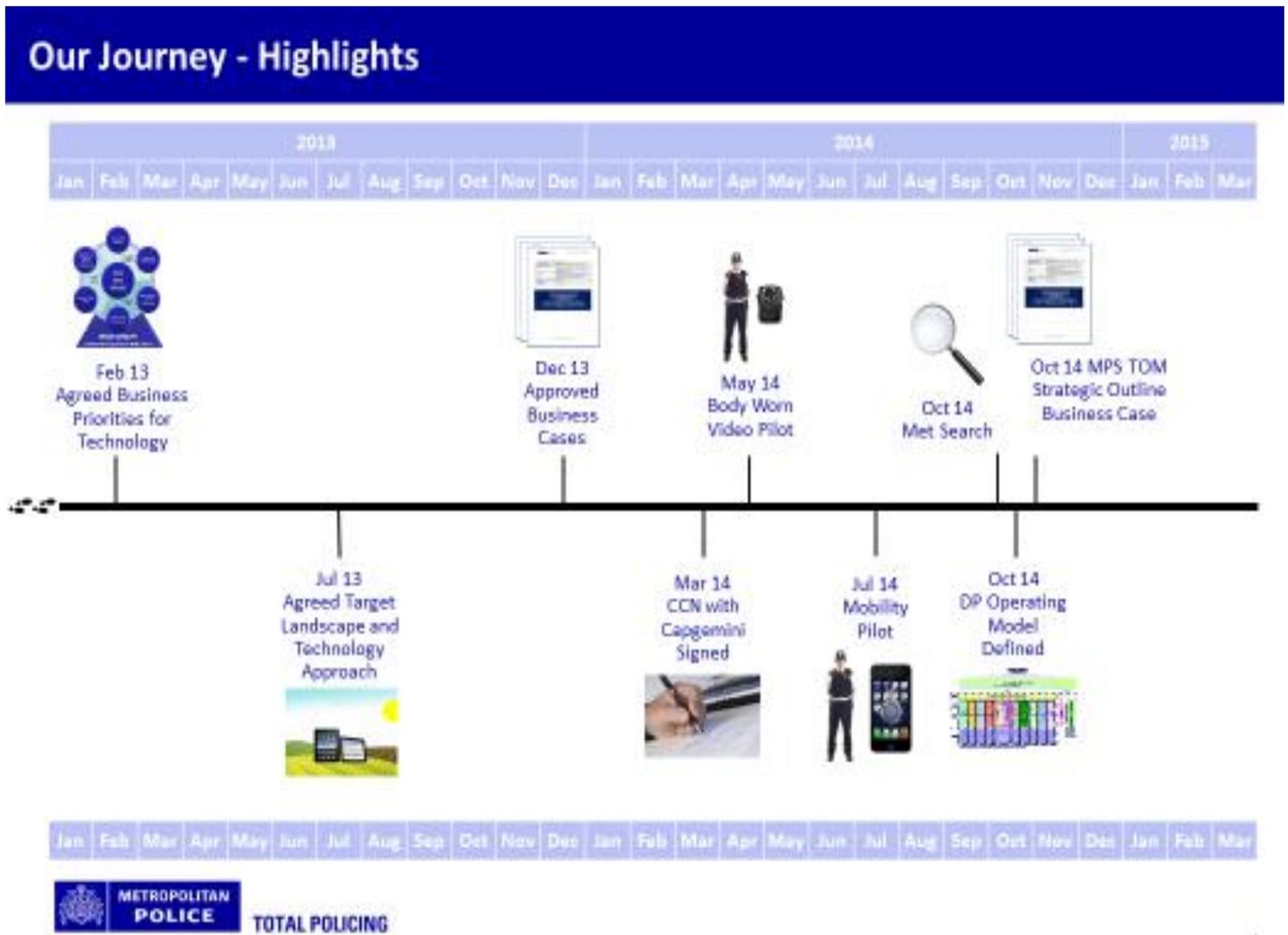
Progress

The Total Technology Programme has been set up:
- Total Technology Strategy and initial tranche funds agreed in December 2013
- Programme team recruited with governance and management controls established
- A Solution delivery factory has been established

Early deliverables have included:
- A Change Control Notice has been signed with Capgemini allowing MPS to start the work to move towards a re-tendering of ICT services based on the SIAM model (Mar 2014)
- The Met App Store has been launched allowing Officers to download MPS Apps onto their mobile devices (May 2014)
- A Body Worn Video trial has commenced (May 2014)
- A new online Crime Reporting facility has gone live (July 2014)
- Development of release 1 of the new Command & Control Application (June 2014)
- The Command & Control Futures Implementation Partner (Lockheed Martin) was appointed (August 2014)
- Mobility Pilot was launched which will provide an eventual 500 officers with tablets that enable e-mail, e-statements and mobile crime reporting (July 2014)

Key deliverables in the next period are:
- An initial pilot launch of a new Met Search facility (September 2014)
- Development of new automated tools for completion of policing forms (October 2014)

Benefits Identified

The overall benefits that are expected from the key programmes that deliver the MPS's ICT Strategy are:
- A reduction in Digital Policing operational costs as the cost of new technology and supplier arrangements will be lower than today
- A reduction in operational costs elsewhere in the MPS as the revised IT allows MPS the opportunity to re-deploy staff and Officers to higher value add roles
- To support improved operational effectiveness and contribute to reducing crime by 20%, and increasing public confidence by 20%

The benefits from the initial pilots will be assessed to establish if the proposed solutions will deliver the benefits expected, and ensure that learning is fed into the main rollouts and plans going forward.

Risks

As with all transformations, there are a number of significant risks:
1. The scale and complexity of the above transformation, as well as the dependencies on the other MPS transformation activities taking place at the same time gives rise to a number of significant risks around managing the complexity of the change.
2. The nature of the MPS existing technology environment with its inherent risks due to obsolescence, and the need to support legal and other business-critical requirements means that the Business As Usual demand is significant, as is the need to complete the transformation rapidly, to alleviate the current operational risks and avoid further redundant spend on existing systems.

3. Achieving maximum benefits will be dependent on delivery of the technology and changing business practices working together.

MPS has reviewed the risks at the Assurance and Oversight Boards. The MOPAC Directorate of Audit, Risk and Assurance reviewed the ICT Change Programme Governance Framework in June 2014. In June 2014, MPS also asked PWC to further review the Total Technology Programme.

As a result of reviewing the risks, MPS has decided to:
- Integrate the technology and other business change programmes into a re-aligned portfolio, integrating business change more tightly with the technology programme
- Accelerate work on defining the MPS Target Operating Model and aligning the technology architecture
- Refine the governance model to reflect the more integrated approach planned.

Spend on the Technology programme has been reduced until the revised portfolio and governance arrangements are in place. It is expected that these changes will result in greater benefits being achieved for the same overall spend. An updated Strategic Outline Business Case will be completed in the Autumn to capture the additional expected benefits.

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