Supporting documents provided by the Metropolitan Police Service for the investigation into how the Metropolitan Police Service can make better use of technology

METROPOLITAN POLICE **TOTAL POLICING**

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Your ref:

Our ref: biggs0504

5 April 2013

John Biggs
Chairman - Budget and Performance Committee
London Assembly
City Hall
The Queen's Walk
London
SE1 2AA

Dear Mr Biggs

Budget and Performance Committee - Police Technology Investigation

Following your letter of 21 March 2013 requesting information ahead of the Budget and Performance Committee meeting in June 2013, please see the response in **Appendix 1** overleaf which details what the MPS will able to submit to the Assembly by the deadline of 3 May 2013.

Please do not hesitate to contact me if there are any follow-up requests for advance information.

I look forward to confirmation of the committee meeting date in due course.

Yours sincerely

Tracie Evans
Director of Resources

Cc: Assistant Commissioner Mark Rowley
Dan Maton, London Assembly

1. Deloitte recently undertook a technology review that was presented to the MPS Management Board on 6 November 2012. Please could you provide a copy of the report produced by Deloitte. **This will be submitted by 3 May 2013.**

2. A copy of the new MPS ICT strategy, and the sourcing strategy that will accompany it (due to be signed off by the Management Board at the end of April). **The completion date for the full ICT Strategy is now early July 2013. However, the MPS will provide an update on our plans for delivering the core policing systems and the rest of the ICT strategy on by 3 May 2013.**

3. Assistant Commissioner Mark Rowley has recently indicated the MPS plans to expand its use of 'mobile' technology by rolling out as many as 30,000 mobile devices to officers. Please could you provide the business case for this project (redacted if needed) and a summary of any cost-benefit analysis work that has been undertaken. **The business case has not yet been written. The final ICT Strategy, due in July 2013, will include the high level costs and plans for mobile technology and detailed business case would then be completed.**

4. Details of the current capability of mobile technology at the MPS and any efficiency benefits that were measured during past roll outs of Personal Digital Assistants (PDAs) or other devices to officers. **Details of Operational Personal Digital Assistants (OPDAs), Mobile Data Terminal (MDTs) and Mobile Finger Print Readers will be submitted by 3 May 2013.**

5. Examples of any other new technology the MPS is planning to invest in to generate savings and improve performance. **This will form part of the ICT Strategy due in July 2013.**

6. The MPS' recent budget submission included budgeted savings to technology costs of £42 million in 2014-15 and £60 million by 2015-16. I would be grateful if you could explain the different types of savings included in these totals (e.g. reduced contract costs, efficiencies from mobile technology, staff cost savings) and give a breakdown of how much each type of saving will contribute to the savings total in each year. **The MPS will prepare a response for submission by 3 May 2013, albeit this will not be a full plan at this stage.**

Metropolitan Police Service IT Strategy and Operating Model Review Summary

October 2012

METROPOLITAN POLICE TOTAL POLICING

NEW SCOTLAND YARD

1 Table of Contents

2 Introduction

Since his appointment 12 months ago, the Commissioner of the Metropolitan Police Service (MPS), supported by a Management Board whose members are substantially new in post, has signalled his intent to achieve significant improvements to the way in which MPS delivers its policing responsibilities. During his first year in office, and amidst significant operational challenges such as delivering policing for the Olympic Games and enacting lessons learned from the recent London and national riots, he has launched the Met Change Programme to achieve improvements to effectiveness and efficiency by 2015.

As part of the Met Change Programme, Deloitte were commissioned in August 2012 to undertake a review of technology in readiness to support MPS transformation. This independent review, conducted over eight weeks and using interviews, workshops, surveys and documentation review, considered four questions:

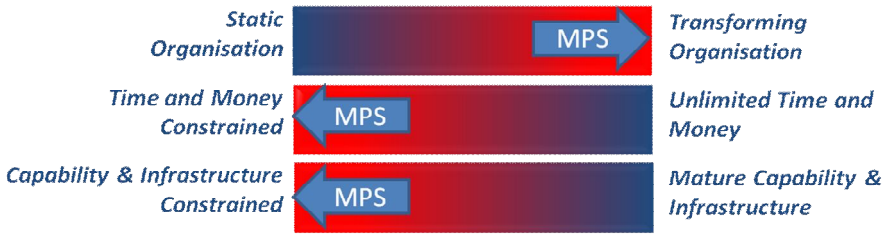
- Does MPS have an IT strategy (including a costed action plan and projects) that supports its business vision?
- Will MPS' current operating model for technology (both in DoI and in the wider organisation) be able to deliver this IT strategy?
- What does MPS currently spend on IT and is it getting value for money?
- Dependent on the conclusions to the above questions - what are the changes and solutions to move MPS forward rapidly?

The Technology Strategy and Operating Model of MPS was compared to Deloitte's view of industry-recognised good practice. This report sets out the key findings of the review and recommendations for next steps.

3 Drivers for Change

Our review has highlighted a number of drivers that impact technology in MPS which, individually, signal the need for a change in approach. When considered together, the case for changing the way technology is delivered and used is compelling and critical.

The diagram below demonstrates that, whilst the organisation needs to achieve a significant transformation, it is increasingly constrained by time, money, capability and infrastructure.



The impacts of each of these is explored below and supported by the detailed findings of the report.

3.1 Transforming MPS

The Metropolitan Police Service is facing unprecedented levels of change. The impact of current economic challenges and the comprehensive spending review have resulted in target savings of £500m by 2015. The Commissioner has pledged to make the details of the savings plans public by December 2012.

Despite financial challenges, the Commissioner has an ambition to improve the quality of service and outcomes of MPS over the next three years. During our interview, the Commissioner reinforced the mission of MPS to prevent crime, support victims of crime and apprehend criminals. He set out a vision to improve policing outcomes by capitalising on technology to create a truly mobile and efficient Force: one in which all transactions can be carried out from a vehicle or on foot. He also set out his expectations for achieving noticeable improvements in technology capability over the next year with a step change in technology usage within the next two years.

The Met Change Programme, currently in its design phase, has been tasked with setting out a three year plan to achieve these savings targets. The extent to which these plans are dependent on technology is expected to be high. In order for the Programme to succeed, it will therefore need a high degree of certainty about the technology direction and infrastructure upon which operational policing plans and support function plans can be formed and, in turn a clear business vision and direction is required to form the technology strategy.

3.2 Money and Time Constraints

To deliver the overall savings targets, Met Change will be dependent on technology enablers whilst at the same time meeting its ambitious target to achieve a reduction in support services costs. Reductions of 30% or £300m by 2015 are targeted. As a result, technology improvements must be achieved within the constraints of reducing budgets. Technology will be a key enabler to achieve these efficiencies but depends on targeted and focused investments in the areas that achieve highest benefit.

In addition to the time constraint of achieving financial reduction, technology within MPS faces a critical deadline that will impact its direction over the next three years.

The contract with Capgemini (GEN2) represents the largest commercial arrangement in place at MPS today) and forms the majority of the day to day technology service delivery. The contract has already been extended to its maximum and must come to an end in December 2015 along with a number of other commercial technology arrangements. The GEN2 replacement:

- if properly considered, presents opportunities to underpin a step change in technology delivery within MPS and deliver savings to contribute significantly towards the Support Services savings targets;
- if inappropriately planned, presents significant risks to any strategic technology plans and do not allow MPS to plan an effective sourcing strategy for achieving value for money.

The phases of work required to replace a contract of this scale are lengthy and, to ensure that sufficient time is allowed for a timely exit of the existing contract, work should begin now in order to begin the procurement process in April 2013.

3.3 Capability Constraints

For any organisation to achieve required benefits from technology investments, it needs:

- the right capabilities to deliver technology services, in line with the broader organisation's current maturity and stability;
- a robust architecture of hardware, applications, data and processes, which has been invested in appropriately over time and which forms a solid foundation on which to deliver broader business objectives.

Deloitte defines 'capability' as the ability of an IT organisation to get something done, which requires the right people with the right skills using the right tools to follow the right processes in the right place, controlled by adequate measurement and governance. It does not relate to individuals' abilities.

Based on the findings of the review and our knowledge of the strategic direction of MPS, we believe that, over the next three years, MPS requires a technology service that acts as a Business Partner and could also be required to perform the role of Technology Business Leader.

Over the last two years and in line with corporate objectives, DoI has undertaken a cost reduction and performance improvement programme using the LEAN methodologies which has succeeded in reducing the cost of the technology function. It appears however that the programme has cut back many of the capabilities associated with a technology Business Partner and, if the cost reduction and performance improvement programme continued as planned, would drive DoI further into a "Supplier" mode of operation rather than a Business Partner.

Within the broader MPS organisation, our review of technology highlights key issues with the way in which technology is governed and the way in which departments engage in project delivery.

- **Governance**: Although technology is represented at Management Board level, historical evidence suggests a lack of consistent business direction and input to investments which has hampered the delivery of an effective technology service. At a wider level, where business users are appointed to senior governance roles to oversee delivery of technology projects, there is inconsistency of direction and delegation of responsibility;
- **Project and Programme Delivery**: the reviews of technology delivery projects highlighted limited standardisation in approach and limited adoption of good

practice in project and programme delivery. Whilst DoI plays a role, there is little evidence that wider business functions interface appropriately to specify requirements, to oversee progress or to ensure that benefits are realised. As described later, prioritisation of capital budgets is not based on clear business priorities and management of capital expenditure is based on assumptions of delays which impacts MPS' ability to make efficient use of capital spend.

In effect, there is limited evidence to demonstrate that the wider organisation acts as a "good customer" of technology services.

3.4 Infrastructure Constraints

Throughout our interviews, a number of common issues have emerged that highlight day to day performance problems with technology at MPS and the widespread impacts this has on operational policing. We have been consistently told that the most basic of technology functions, to log on to the MPS network using laptops or desktops takes too long (a number of people reporting between 30-40 minutes) and that there are regular network outages.

The consistency with which performance problems were raised across the review, and the descriptions of day to day disruptions caused to officers and staff leads us to conclude that the organisation is suffering a significant operational issue that requires immediate and focussed attention. From our review, we understand that there is a substantial desktop refresh programme underway which will replace over one quarter of MPS' desktop devices over the next six months and that this will significantly improve performance. DoI affirm that desktop performance accounts for the majority of performance issues that users experience today and that the infrastructure, in general, performs very well with high levels of availability.

However, in seeking to understand the extent of the performance problems and their underlying causes, a complex picture has emerged and investigation of the true extent and cause would require further research. The assessment of the current state has been made more complex by the lack of coherent and structured documentation that Deloitte would normally expect to find in support of a technology function of this scale.

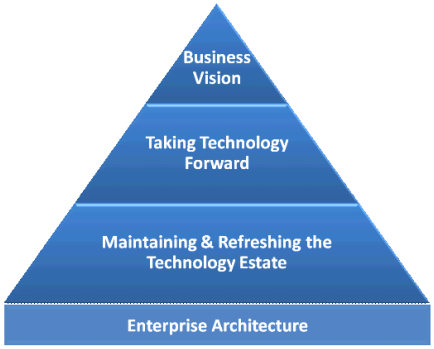
4 Review of MPS IT Strategy

This section considers the question:

- Does MPS have an IT strategy (including a costed action plan and projects) that supports its business vision?

The documented IT strategy was originally produced for a Management Board whose interest in technology varied. As a result, the formally agreed strategy presents a high level view of technology direction and was necessarily written with limited business engagement and limited detail. Subsequently, a number of documents have been developed that set out the plans and analysis of the technology strategy but, from our review, the published documents do not appear to represent a comprehensive and clear technology strategy aligned to business needs. Our review highlights that the current delivery of technology is not following the principles and plans described in these documents.

Management Board level changes and broader business drivers for transformation mean that the organisational vision and business strategy is in the process of being refreshed and, whilst clarity about the future business strategy is important, it forms only one component of a corporate technology strategy. In our experience, many technology departments develop technology strategies in the absence of a clear business vision and base their strategies on:



- maintaining and refreshing the technology estate;
- taking technology improvements forward in line with anticipated demands.

The strategy should be underpinned by an Enterprise Architecture capability which puts in place the plans, models and governance controls to ensure that the technology, information management and security strategies, as well as broader business strategies are implemented in a consistent and controlled manner. The focus is to develop a technology roadmap, outlining how an aligned investment in the various technology components (including applications, data, infrastructure, security, networks and end-user devices) support the realisation of the IT strategy. The overall goal is to optimise the value of IT assets. As architectural maturity improves, increased levels of enterprise operational and cost performance are achieved, and business and IT complexity is reduced.

In the documented Technology Strategy, a commitment was made to build Enterprise Architecture capability. Our review has highlighted that, as a result of lack of business engagement and corporate commitment to its ongoing development, DoI has reduced ongoing investment in Enterprise Architecture and the capability has been significantly diluted.

5 Review of MPS Technology Operating Model

This section considers the question:

- Will MPS' current operating model for technology (both in DoI and in the wider organisation) be able to deliver this IT strategy?

To answer this question, Deloitte has assessed the capabilities within MPS using its industry developed technology capability model. This is aligned with other industry good practice models such as ITIL and highlights the broad range of technology capabilities that may be needed to deliver corporate technology services. The range of capabilities within any organisation's IT function will vary depending on the level of sophistication needed from the function.

As previously mentioned, in its current transformational stage of evolution MPS will require, as a minimum, a technology business partner and may require a business leader to support achievement of its ambition. In the time available for this review, it has not been possible to undertake a detailed analysis of the scope of each function within DoI and its outsourced supplier arrangement. However, from interviews, organisation charts, HR data and contract schedules, it is our view that there are significant gaps in DoI's current capability and capacity to perform the Technology Business Partner or Leader role.

This is not a statement about individuals' ability. Capability is defined as the ability of an IT organisation to get something done, which requires the right people with the right skills using the right tools to follow the right processes in the right place, controlled by adequate measurement and governance.

The conclusion that DoI does not have the capacity or capability to provide the Business Partner role is supported by the organisation's perception of technology performance within MPS. The review considered the results of perception surveys which captured current views of technology prioritisation and performance from over 200 users and over 100 DoI staff. The survey presented a consistent view from both staff groups and supports the finding that the organisation is experiencing technology related performance issues.

It should be noted that senior DoI staff play a major role in developing and setting national IT strategy for UK Policing and have considerable experience in understanding and developing technology solutions to meet policing challenges. It appears that this capability to develop strategy and act as a key technology adviser is not being exploited within MPS.

6 Cost and Value of Technology at MPS

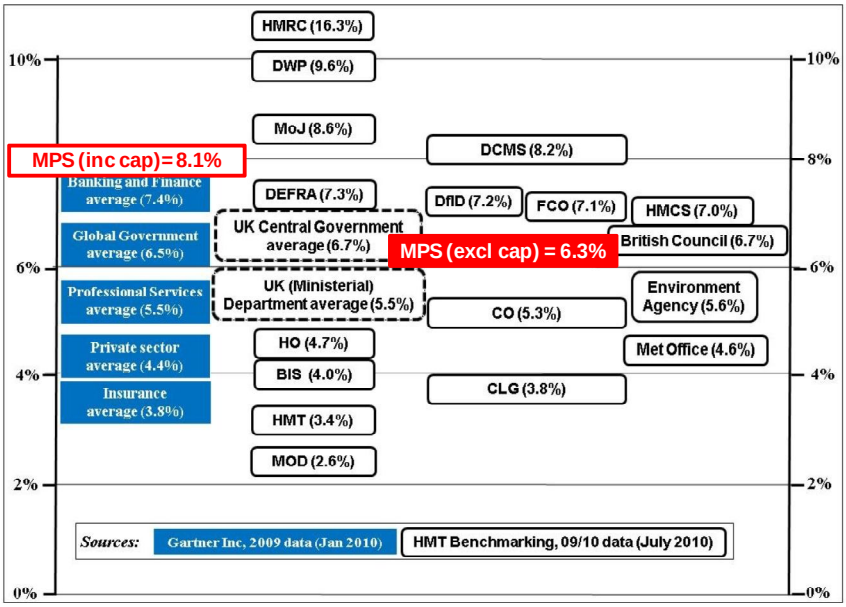
The table below provides a high level overview of the spend on technology in 2011/2012

Spend Category – 2011/2012	£m	Total £m	*£m used as comparator against other orgs*
Technology Revenue Expenditure Managed by DoI		£215.2	
• DoI Revenue on Core Service	£190.8		*£190.8*
• Operational Technology Revenue	£12.3		
• Olympics, Counter Terrorism and National Policing	£12.1		
Technology Revenue Expenditure Managed Outside DoI (mainly on consumables, telephony and national policing costs)		£41.3	*£41.3*
Total Revenue Expenditure		**£256.5**	***£232.1***
Technology Capital Expenditure Managed by DoI *(N.B excludes Olympics and Counter Terrorism)*		£65.4	*£65.4*
Total Technology Expenditure *of which, £280.6m was managed by DoI*		**£321.9**	***£297.5***

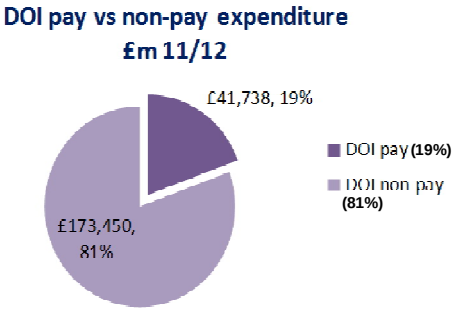
The column in grey above highlights the expenditure at MPS which appears to most closely relate to spend items that are comparable to other UK Forces. Using this comparative figure, which excludes technology expenditure that it unique to MPS, the relative spend on technology in MPS of 6.3% of revenue budget would appear to demonstrate a medium to high level of technology spend compared to other organisations. This would indicate that, if an appropriate infrastructure was in place, MPS has set a sufficient annual budget for its technology expenditure.

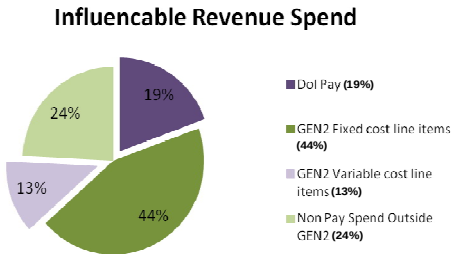
IT 'run and maintain' spend as % of Opex

(Data: Gartner '09 and HMG '09/'10)



Given the current perceptions and assessments of technology performance MPS does not appear to be achieving the corresponding medium to high level of value for its investment. However, in order to achieve expected value, MPS may need to make additional investments in its existing infrastructure before an appropriate return on the ongoing investment can be realised.

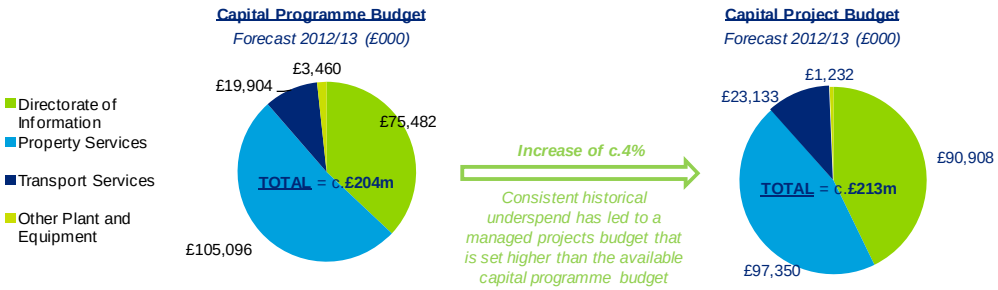




Technology revenue expenditure is split between pay and non pay expenditure with 81% of revenue being spent through third party contracts. Therefore, the significant proportion of non-pay costs would likely require commercial re-negotiation to affect revenue cost of technology services. The chart above highlights the proportion of revenue expenditure which can be influenced without re-negotiation.

Our review of the current operating model highlights capabilities which could be further developed in order that, for example, a contract of the scale of GEN2 could be better managed. It is not clear whether MPS is currently using the full set of commercial levers available to it to ensure appropriate supplier performance. With the requirement to exit contractual arrangements in 2015 and to transition to a new commercial arrangement, the development of stronger commercial management and procurement skills will ensure MPS realise the opportunities presented at this commercial juncture.

In relation to capital expenditure, project delays have now become so entrenched in expectations that the capital budgeting process incorporates an expectation of delay. Causes of delay are attributed in the last 6 months to additional expenditure approvals processes which have changed a number of times and added additional steps. The diagram below illustrates using forecast figures for 2012/13 that the managed projects budget value of £213m is higher than the actual Capital Programme Budget of £204m due to expectations of delays which results in costs shifting into future periods. We understand that this is partly driven by increasing levels of corporate governance extending startup times for relatively minor projects. An inflexible process for changing project capital spend in-year also allows limited opportunity to effectively react to delays as they occur by accelerating capital spend in other areas.



The MPS-wide Capital Programme budgeting process is managed by MPS Finance, with individual areas such as DoI feeding requirements into this process.

7 Changes and Solutions to Move MPS Forward

This report sets out a plan to address the fundamental issues with current technology at MPS and begins with a 10 day plan to communicate the outcome of the review and a 100 day plan to define the strategy, operating model and programme of quick wins to move the organisation towards the Commissioner's goal of noticeable technology improvements in the next year. In this section, we highlight:

- The key recommendations resulting from the review;
- The Ten Day Plan to communicate the outcome to broader stakeholders;
- The 100 Day Plan to begin corrective action;
- Critical Success Factors to achieve the outcomes of the 100 Day Plan.

7.1 Summary of Recommendations

The table below highlights the key recommendations which result from our review and are explored in more detail in the corresponding subsection Section 3.

Finding Category	Supports the Following Critical Priorities
Business Alignment & Strategy	• Develop a new IT Strategy which is aligned to business priorities and the goals of "One Met". Ensure that MPS Board understand and sign-off the strategy • Promote the IT Strategy within DoI and MPS to ensure acceptance and buy-in • Develop and maintain rolling plans that provide a clear path to delivery of the strategy • Implement the required governance, benefits management and portfolio prioritisation to effectively execute the IT Strategy • Ensure that business leadership is provided to development of the strategy and that those leaders are given appropriate time, briefing and development to carry out their role • Develop clear processes and governance for considering emerging technology and producing business cases with clear benefits • Develop a corporate understanding of the implications of adopting the Police Activities Glossary and determine the extent to which this will underpin MPS' future strategy

Finding Category	Supports the Following Critical Priorities
Enterprise Architecture	• Gain executive backing to reinstate Enterprise Architecture capability and put in place appropriate control, skills and processes to allow it to function not only as form of governance but as a direction setter in support of the business and IT strategies • Develop a clearer picture of the current Enterprise Architecture and its associated infrastructure, and identify gaps and key risks to inform the strategy development • Develop a prioritised plan for addressing gaps and risks which supports business continuity but enables the current technology architecture to move forward • Develop an overview plan and benefits statement for the range of infrastructure improvement programmes currently underway and communicate to staff the timetable for achieving these improvements • Ensure that appropriate knowledge and control of the Enterprise Architecture resides within MPS and establish the appropriate corporate function to oversee the Enterprise Architecture • Ensure that GEN2 suppliers are held to the commercial agreement to provide appropriate quality information and performance assessments.
Organisation & Supply	• Establish the supporting technology role required by MPS to deliver Met Change and refocus DoI to a structure more appropriate for a business partnering role. This would include, in particular, increasing emphasis on Business Relationship Management, Enterprise Architecture, Planning and Portfolio Management, Programme and Project Management, Technology and Infrastructure Management, Supplier Management • Develop a sourcing strategy for technology products and services. In particular, this sourcing strategy should clearly articulate the chosen strategy for sourcing of services post GEN2+ • Clarify the organisational risk that the end of the GEN2 contract represents if not treated with priority • Review in detail the relative areas of service provided by Capgemini and MPS and establish plans to remove areas of overlap, inefficiency and under-delivery. This will involve assessing the roles and responsibilities in day to day delivery as well as mechanisms for contract and supplier performance management.
Management & Governance	• Suspend DoI's Cost reduction and performance improvement programme in a controlled way whilst attempting to preserve any delivered benefits and process improvements • Develop a target state capability model and deliver the necessary functions, processes and controls to underpin it • Overhaul the governance model to establish greater alignment between business and technology strategy and delivery

Finding Category	Supports the Following Critical Priorities
Finance & Portfolio Management	• Develop sound project and programme management capabilities and methods which give appropriate attention to sound financial planning and benefits realisation • Stop unnecessary expenditure and realign the existing capital portfolio with the new IT strategy • Ensure that all commercial levers for managing the cost of external provision are clearly understood and that processes are put in place to ensure appropriate asset management that impacts ICT cost of running • Ensure that suppliers are held to account for their performance in delivering existing commercial arrangements • Ensure that the financial impact of the GEN2 contract and other replacement contracts is clearly and quickly understood.
Summary	**In summary, this report concludes that dramatic step change will be required to address the current status. Although the implications of the findings do not have an immediate operational impact, we believe a crisis management approach is needed to deal with issues identified**

7.2 Ten Day Plan

The Ten Day Plan will include:

- Clear communication from the Commissioner and Deputy Commissioner about MPS' response to the review, setting out the changes that will take place with immediate effect and the responsibilities of all staff across MPS to support the change and to support colleagues in DoI, and clear communication to DoI staff explaining the next steps and committing the support of the organisation to help DoI through the transition;
- Agreement by MPS' Management Board to hold a firmer line in support of the changes, to follow the governance processes to be implemented and to reinforce the required behaviours to effect the change;
- Initiating the 100 day plan described below to be funded within the existing technology budget envelope;
- Establishing the capabilities to deliver the 100 day plan;
- Start the process to identify and cease all non-essential technology related development to enable delivery of the 100 day plan and in order that developments are appropriately aligned to MPS priorities;
- Suspending the DoI's Cost reduction and performance improvement programme in a controlled way in order to refocus on supporting Met Change and the wider MPS priorities.

7.3 100 Day Plan

Through the delivery of a 100 day plan, detailed plans will be put in place that clearly define MPS' technology strategy and the key objectives and milestones that will drive delivery. Delivery of the 100 day plan will enable MPS to understand, with clarity and certainty, how it will achieve:

- The Commissioner's vision for technology improvements within one year and a step change in technology services within two years;
- Alignment of a technology strategy with the objectives of the Met Change Programme by 2015;
- A managed transfer of services from the existing commercial provider by 2015.

The diagram below presents a product breakdown structure showing the products that MPS would aim to achieve within the 100 day plan, accompanied by a description of the products.

The table below highlights some of the outcomes that would be achieved through delivery of the five major products shown above.

Product	Supports the Following Critical Priorities
Technology Strategy	• Clear baseline plan and direction for delivering future technology services • Realistic and costed view of future technology delivery and basis for benefits realisation plans • Defined sourcing strategy to enable progress with relet of the GEN2 contract • Re-established Enterprise Architecture baseline
Operating Model	• Establishes the capabilities needed to deliver immediate technology needs • Brings clarity to technology staff about their current role and establishes expectations of the technology profession within MPS • Delivery model which more closely meets the needs of business users • Principles of the future technology operating model
Governance & Leadership	• Clear governance framework to achieve timely progress • Appropriate governance to manage effective project delivery, to challenge current investment plans and to oversee benefits realisation • Clarity to all staff about the decision making process for all technology investments.
Business as Usual	• Protects the ongoing delivery of the IT service whilst changes are made • Re-evaluates project business cases to ensure that resources are directed appropriately and maintains control over all technology activity
Quick Wins Programme Plan	• 6 month quick wins programme to achieve a noticeable change in technology services that supports Policing effectiveness • Demonstrates success to the wider MPS community in improving technology usage

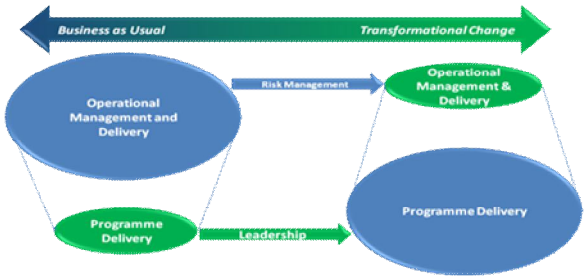
7.4 Critical Success Factors

The factors that will impact the effectiveness of the 100 Day Plan and subsequent implementation stages are set out in the following sections

7.4.1 Proactive and Effective Organisation Leadership

The delivery of the 100 day plan will need leadership from the across the organisation to ensure that the changes resulting from the plan are effective and that the change sticks. The leadership will come initially from the Commissioner and the Board but needs to be adopted across all management lines and in all governance arrangements. Accountabilities and responsibilities must be clearly set and there needs to be a commitment across the organisation to ensure that these are met.

The diagram highlights the shift in focus required for organisations to achieve transformational change. As depicted on the left of the diagram, when an organisation is experiencing a period of business stability, leadership and management focus will be on operational management and delivery. During times of significant change, time must be created in order that leadership and management can be applied to achieving the change. To do this, operational duties are delegated as far as possible with appropriate risk management in place to protect day to day services. This is shown on the right of the diagram.



7.4.2 The Right Capabilities to Deliver

The report highlights in some detail the additional capabilities that are required to deliver MPS' technology priorities. Some of the capabilities have been lost as a result of recent cost reduction initiatives and, in some cases, staff are now acting in roles that do not maximise the value of their skills. The capabilities to deliver value from technology and to capitalise on opportunities for efficiency by embedding in operational practice may not be well developed across the wider organisation.

The capabilities that will be required for implementation of the 100 day plan include:

- Programme management
- Governance design and set up, including Board member programme and technology skills development
- Change management and communication support
- Technology strategy development
- Business case development including financial analysis
- Enterprise Architecture analysis and design
- Technology programme planning
- Technology sourcing
- Technology procurement planning
- Technology operating model design
- Organisation planning and development
- Operational technology management
- Technology project management
- Business analysis
- Programme office

MPS will need to consider its approach to achieving the step change in capability required by the 100 day plan, otherwise it risks underachieving and, at worst, following publication of this report, could have a destabilising impact.

7.4.3 Clear Technology Vision, Direction and Plan

The development of a clear technology strategy, aligned to business needs, will require clarity of vision and direction from the leadership of the organisation. In order to achieve this, the Management Board will need to invest time to set out its priorities and to consider and fully understand the implications that these priorities will have on the development of technology plans. The wider organisation will also need to buy-in to the corporate strategy to achieve its full value.

7.4.4 Consistent Commitment of Senior Business Users

Our review found that delivery of complex projects and programmes is significantly impacted by frequent changes of Senior Responsible Officers (SRO) assigned to oversee their delivery. As a result, business requirements become subject to change and, as a result of changing leadership views over the project lifecycle, commitments to achieve benefits are diluted or are not realised. The revised governance arrangements will require clear lines of accountability and escalation for all technology related projects to ensure that progress is maintained and benefits are achieved.

7.4.5 Co-operation and Support of Service Users

The strength of feeling expressed by users highlights the frustrations currently felt across the organisation. Many issues can't be fixed overnight and, in some cases, where users are expecting delivery of a local technology initiative, the benefits of the 100 day plan may appear to be outweighed by reduced focus on local priorities. Service users will need to understand the reason for the 100 day plan, the short and medium term benefits of its delivery and the expectations placed on them for co-operation and support through this time of transition.

7.4.6 Streamlined and Effective Governance and Approvals Processes

We understand that the approvals processes for financial commitments have undergone a number of changes over the last 6 months and, as a result, project timetables require an extended lead time for securing approvals. In order for the 100 Day Plan to achieve the scale and pace of change required, efficient governance and approvals processes will be essential.

7.4.7 Change of Culture

Within DoI, the improvements resulting from the 100 day plan will provide a working environment that supports staff to deliver quality services and to be recognised for the professional skills they bring to MPS. Service users will need to respect their technology colleagues and work with them to achieve improvements. Therefore, a culture change will be required across MPS to adopt the principles of the One Met Model and, in turn, DoI will need to adopt a culture change to achieve the Technology Business Leader mode of operation

7.4.8 Co-operation of All Suppliers

A culture exists between MPS and its GEN2 suppliers which has resulted in good working relationships over a number of years. With the adoption of new capabilities that will be introduced through the 100 day plan, GEN2 suppliers are likely to be required to interact in a different way with the MPS client function and their goodwill

and co-operation, enjoyed by the suppliers over many years, will be vital to improving effectiveness, delivering change and preparing for the relet of the GEN2 contract.

Similarly, the support of other major suppliers to support MPS with delivery of a revised technology capability will be important.

METROPOLITAN POLICE TOTAL POLICING

Management Board Briefing Note

Date: **29th April 2013**

To: **Deputy Mayor for Policing and Crime**

From: **Director of Resources**

Topic: **Status of ICT Saving Initiatives**

Introduction

This note provides details on the potential savings in various areas of ICT in order to meet the £60m cost reduction by 2015/16.

The figures are derived from the analysis of the impact of rationalisation of key technology services. At present, these figures represent approximate savings and will be validated following consultation with key suppliers in the next few weeks.

Key Issues

The above savings are influenced by the proposed Met Change programme (e.g. number of police office closures will affect the size and quantity of ICT services required). For this reason, it will be difficult to make exact projections for savings until this information becomes available.

It is not known whether the new ICT strategy, due in July will recommend new technologies that go against the budget savings and if so, this will have to be addressed once the information becomes available.

There are other ICT costs outside of the Directorate of Information (e.g. Police National Database charges), amounting to £47m of which approximately £20m could be considered in scope as part of the overall cost reduction programme.

In order to meet the 2013 savings target, a more agile form of governance and authorisation will be required than currently exist.

For some of the initiatives, an amount of investment may be required to achieve the budget reduction. This will be confirmed following consultation with our strategic partners.

We are constrained by EU law as to the magnitude of changes that we can make to the existing contracts so all future engagements with the suppliers must bear this in mind.

Potential Savings Plan

Category	Initiative	Cost Now (£m)	Future Cost (£m)	Baseline Reduction (£m)
Data Centres	Rationalising and closing current Data Centres and sharing a Business Continuity site with another body.	16	8	-8
Command & Control (C&C) Systems	Continuing the current Tender for a better base contract. Reduce other systems; Simplify support	14	9	-5
Network	Adjust contract to use PNN/PSN on a new network design; Use Broadband for small sites	15	8	-7
Service Management	Reduce Service Levels and/or waste in Core Capgemini contract to enable a staff reduction of 200 on the contract	24	16	-8
CRIS & Other Police Applications	Reduce number of special applications; Use COTS; Reduce intelligence systems.	16	10	-6
Enterprise Software & Back Office	Consolidate the MPS disparate Back Office systems into one standard common ERP and share with GLA.	12	10	-2
Telephony	Reduce use of Land Line telephony to cut handsets and Infrastructure; Make more use of mobile handsets.	7	4	-3
Radio	Rationalise Radio Services; Seek better ways to provide London coverage; Develop Airwave Max	17	12	-5
Desktop and Access	Reduce Desktops in line with property plans to 20,000; Acquire a light weight Desktop with creative maintenance;	8	4	-4
Service Desks	Blend with Shared Services; Increase call waiting times	7	3	-4
Pay & Others	Reduce Man Marking & waste; Develop plans to apply savings to all ICT spend	64	56	-8
	TOTAL	**200**	**140**	**-60**

NB – Baseline reductions to be achieved by 2015

Next Steps

Agree the measures to be taken regarding the IT budgets that are outside of Directorate of Information budget.

Agree governance structure that will enable faster authorisation to achieve 2013 savings.

Determine willingness to incur additional cost to realise overall savings.

Agree activities and milestones in timeline

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This response relates to a question from the Budget and Performance Committee - Police Technology Investigation. This paper only relates to question 4 (see below).

> *Details of the current capability of mobile technology at the MPS and any efficiency benefits that were measured during past roll outs of Personal Digital Assistants (PDAs) or other devices to officers.*

Current MPS Mobile Technical Capabilities

The current capabilities of Mobile Technology within the MPS are outlined below,

1. **MDTr** - In-vehicle Mobile Data solution installed in 1,425 MPS vehicles, supporting 22,000 operational user Oliver to provide

- Computer Aided Dispatch (CAD);
- Police National Computer;
- Voters database;
- Gazetteer;
- Mapping/Route Planning;
- Text and coded messaging.
- Status Updating
- Unit Supervision
- Automatic Vehicle Location Data

<Also see text in e-mail body>

2. **PDA**

3500 personal digital assistants provided to PCs on a personal issue basis.
The devices provide officers access to:

- PNC
- Collision Accidence Report Book (CARB)
- Fixed Penalty Notices (FPN)
- Email
- Voters
- National Mobile Phone Register (NMPR)
- 5090s

3. **Mobile Finger Print Reader**

<Provided by Mark Bolingbroke - see attached PDF and Excel spreadsheet>

4. Blackberry (provided by Paul Cripps - not sure if required)

BlackBerry Email on the Move - devices provided to senior managers and other staff providing access to emails, calendar, mobile and SMS.

There are currently 2405 BlackBerry devices

PDA Benefits

This information has been extracted from the PDA original benefits model and the monthly statistics that are produced for MPS PDA usage to determine the non-cashable savings.

The original benefits model was broken into 5 high level benefits with a number of associated benefits that are listed below. All the benefits listed below have been realised and continue to do so for the business.

1. More efficient use of resources

- Elimination of admin resources (32 across the TP BOCUs). Resources required for re-keying stops
- Improved efficiency as officers no longer have to re-key stops completed via PDA
- Less re-keying as PNC checks allow copy / paste into stops
- Reduce re-keying of FPNs as data in transferred direct into VP/FPO
- Efficiency of CCC staff as reduced number of PNC checks via Airwave

Every month statistics for PDA are produced. During the last 6 months September 13 - February 2013 the following non-cashable savings have been made:

MPS Department	Savings for last 6 months
Call Handler Efficiency	£1,623,856 / equivalent 73,077 hours
CO16 (processing)	£50,323 / equivalent 2259 hours
Officer Efficiency	£2,354,306 / equivalent 65,044 hours

2. Speed of Data Capture

- Improved timeliness of FPNs in system - within 24 hours compared to 2 weeks for paper FPNs
- Identify stolen mobile devices through increase number of officers accessing NMPR

3. Data Quality

- Improve quality of stops as data input so less ambiguity with handwriting
- Improve quality of FPNs as validation built into solution so no key data is missed
- Prior to the PDA being implemented the percentage of spoiled FPNs stood at xx% this is less than 0.09% for FPNs submitted by PDA

4. Improved Accessibility

- Increase access to PNC operators (PNC only available to officers PNC trained)
- Allows increased number of officers to conduct NMPR and Voters checks

5. Reduced Costs

There only benefit listed here is in relation to printing costs but this benefit has not been realised. Part of the issue is that there are associated paper costs for specialist thermal paper for the PDA printer.

METROPOLITAN POLICE TOTAL POLICING

Management Board Briefing Note

Date: **29th April 2013**

To: **Deputy Mayor for Policing and Crime**

From: **Director of Resources**

Topic: **Met InfoTech Core Policing Update**

Introduction

The MetInfoTech programme is developing the ICT strategy for the MPS including the Organisational Design and Operating model for the IT function within the MPS, the sourcing options for procurement of our future IT supply, and the actual technologies and systems required to meet our target IT Design Architecture for the future.

The MetInfoTech programme is specifically investigating the development of a mobile-centric custom ICT solution for core policing. It was recognised that assembly of a solution using Solution Oriented Architecture (SOA) principles would avoid vendor 'lock-in' and offer maximum flexibility for the future. It also offered the potential for an earlier start, with delivery of the solution in stages.

The development of custom solutions can be difficult and requires strong corporate discipline, including high levels of business engagement. Unless carefully managed, there is risk in the delivery failing to meet expectations in terms of functionality, quality, time or cost, and the programme is actively considering ways in which the delivery could be de-risked.

The Programme team is exploring options to reduce some of the risks for the core policing solution by the use of packaged (COTS) components in areas that would benefit less from a reusable SOA architecture.

Use of COTS Offerings

A SOA based custom solution has a number of potential advantages from a technical perspective. These include ease of presenting data through mobile channels, reuse of functionality to support different policing activities and the use of a single logical POLE (Person, Object, Location, Event) data store. Our discussions to date with vendors of some existing or in-development policing systems indicate that their solutions may offer some of the flexibility envisaged in the custom model.

Vendor solutions will not offer the same flexibility as the custom solution. The vendor will own the software code and any requirement to extend it or reuse it beyond its design parameters will require the MPS to procure services from the vendor. This may hinder code reuse and complicate interfaces between the vendor system and other MPS ICT components. However, it may be possible to identify specific functions or features

that can be 'ring-fenced', for which an existing policing product could be purchased, without undermining the overall SOA approach and the flexibility in the areas where it is most required. A possible example is custody, for which many requirements are already clearly defined by PACE Code C 2008.

Approach

MetInfoTech programme will assess, during May and June, the suitability of a number of leading existing core policing COTS offerings to establish whether they could be deployed and co-exist with solutions envisaged for the other elements of the strategy. The review will need to consider technical, architectural and functional issues, as well as commercial and cost issues.

A key output of this work is the recommended route map for updating our core policing IT to provide the significant benefits to operational policing and to meet our cost reduction imperative.

Strategy work plan

The overall ICT strategy is being drafted and the key inputs to this document are under development. The evaluation of core system policing options will align with the other elements of the ICT Strategy, and the work will feed into the overall ICT Strategy definition process and the definition of high level ICT strategy options, both for technology and our organisational structure and capabilities required to deliver this.

It is envisaged that this research will inform the ICT Strategy high level options planned for the MetInfoTech ICT Strategy document in July 2013. The plans and timelines for core policing are likely to be much more mature, although not fully complete, by the time of the Management Board presentation in early July.