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Dear Mr Biggs

Re: London Assembly Budget & Performance Committee Report: Smart Policing

Thank you for your letter of the 12th September and the London Assembly's report regarding 'How the MPS can make better use of technology'. As the committee clearly recognises this is a complex area where we face the challenge of development and renewal against cost. There is a clear strategic vision as to how we will meet these challenges and a number of business cases are being presented to MOPAC in the coming weeks. Subject to those decisions we should be much better placed to provide a more detailed outline by the April 2014 date mentioned. A summary of updates in relation to some of the recommendations is included below.

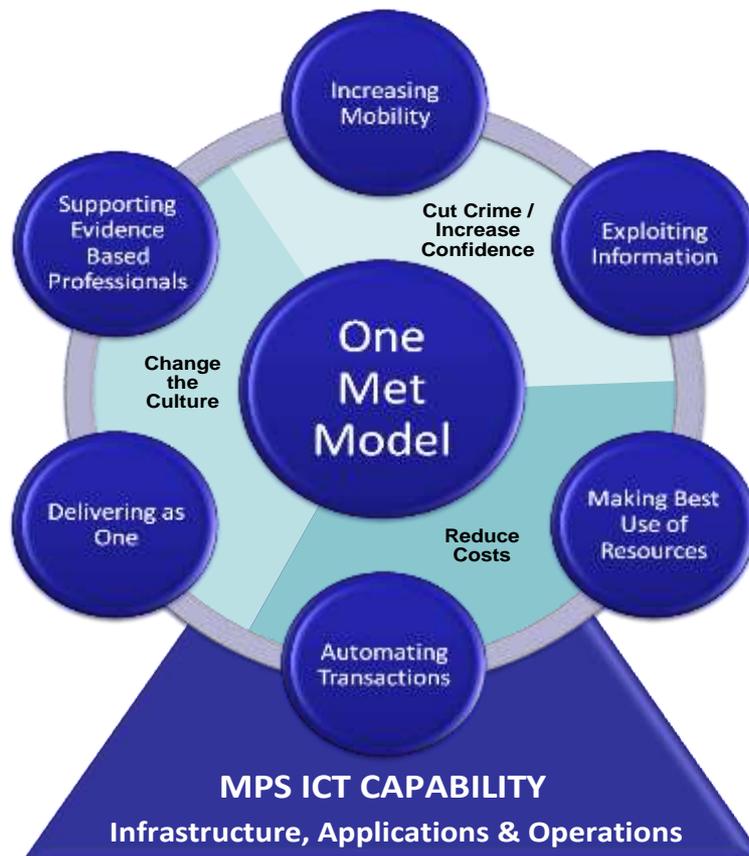
Recommendation 2

Original Savings Plan

The MPS submitted a potential savings plan in April 2013 covering eleven areas of spend with a target to provide £60m of savings. In parallel a substantial technology overhaul was being designed within a new ICT Strategy. It became quite evident that these activities would affect each other and their proposed timetables. Since the summer the MPS has been working on integration and is now much more confident on the deliverables. The savings are being reprofiled and it is evident that greater reductions may be possible at later dates. The plans for 2014/15 include substantial transformational investment in technology which will drive the future savings to higher values. The MPS also has to accommodate large fixed contracts and the principal changes to these cannot be achieved until late 2015 without attracting large penalties. Capgemini are contracted until December 2015 (having been extended from 7 years to ten years). We are optimistic that flexibility in the contract can be agreed to assist in savings delivery.

The New Business Plans

We are developing seven principal delivery programmes to deliver the ICT Strategy with the Savings Plans. These delivery programmes are moving through governance in the form of seven Business Plans. They each connect back to the principal drivers illustrated in this diagram.



The seven principal delivery programmes are described below.

- Core Policing

This programme transforms the main policing systems to reduce costs and facilitate more modern/mobile ways of working.

- Mobility

We want all our officers and staff to be able to work in the field with all information to hand rather than having to return to police stations. Guidance shows visible patrol time and public confidence increase significantly.

- Public Access

This area will make a major contribution to increasing confidence. It's made up of three elements; The Internet and Social Media, On-Line Crime Reporting and finally On-Line Transactions. We also expect that the use of On-Line services will make a substantial impact on data accuracy.

- Information Management

Our underlying data storage, accessibility and analytical tools explore a number of options to improve information management: - POLE Store (one common data store), Enterprise Content Management, Data analytics, Data Management and a new Search facility.

- Command & Control

This programme is already in the procurement phase and will transform from elderly systems to a new platform scalable for the considerable demands of the MPS. This area will also accommodate the future Airwave Radio changes which will come from a new Home Office contract.

- Support Services

It principally will cover the Finance & HR consolidation to Enterprise Resource Planning systems. It will be necessary to deliver people saving solutions while driving down the cost of the licensing.

- Infrastructure

All of the previous six programmes require a modern flexible infrastructure to build their improvements. There are six elements in this programme; Data Centres, Networks, Hosting Services, Desktops, New End User Computing and finally Service Integration (to oversee new delivery models) A large portion of planned savings come from this strand .

Financial Implications

The Capital Investment needed to complete this transformation is significantly more than the average £70m/annum (2010/11 to date including current year forecast) previously invested on technology.

Risk Management

Within each Business Case a risk log is being created. It is too early to share the details but the Committee can be assured that this will form a major part of the programme management. Each of the seven programmes has a Management Board owner who will lead and approve risk mitigations. The speed and scale of the strategy are recognised to be ambitious.

Collaboration

We expect to collaborate with a number of external bodies to seek the best solutions. Initially we have used the services of major companies including Microsoft and Apple but we are now seeking contributions from SMEs to obtain interesting solutions. We are looking at collaborating directly with other forces such as on Data Centre capacity.

Recommendation 5

a) Mobile Technology

The MPS has conducted a pilot that allowed officers to take statements and embed photographs plus upload crime details from the scene providing victims with a crime number. Rather unsurprisingly this has saved officer time and increased victim satisfaction. To better understand Police Officer activity in a day, particularly the time spent by Patrol officers in a police building research took place involving placing tracking devices on officers and geo coding police stations, this will be used to baseline time savings etc that Mobility will offer.

The Mobile Technology Team has developed an App store that officers can use on their own devices and are piloting this on three Boroughs, the Apps provide a "toolkit " approach to supporting investigations and making more informed decisions. The first Apps include POCA (proceeds of crime act), FGM (female genital mutilation) and Honour based violence advice.

In the first Quarter 2014 it is anticipated that 500 tablet devices will be trialled on a Borough with the above and full intranet / email capability offering officers the ability to work remotely. The proposed roadmap in the business case explains more fully list of systems that will be mobilised with work currently ongoing with MPS Business groups to prioritise this activity.

b) Predictive Crime Mapping

Predictive crime mapping has now been rolled out to 23 of the 32 MPS Boroughs, with the roll out on course to complete all 32 Boroughs by the end of 2013. The maps are produced automatically (in house) every night by an algorithm which uses the most recent 3 weeks worth of recorded crime data to highlight the most 'at risk' areas.

A small team has assisted the roll out by explaining the concept behind the maps to borough Senior Leadership Teams, and embedding them in day to day Borough crime prevention work with borough staff. An initial internal evaluation was undertaken after 12 weeks which confirmed the theory of the predictions was sound.

The project now has an MPS-wide roll out plan. This staged approach was important to allow time to resolve any problems. Indeed, Version 2 of the predictive maps is now being trialled, which gives Boroughs a 'top 10' 250 metre square box for each of the crime types -a smaller area than version 1.

The MPS is complementing this with 'Super Cocooning' to help reduce burglary offences. This is based on the concept of 'Inform, Reassure, Give Advice' to surrounding burglary victims addresses to prevent them becoming future victims, as evidence has shown them to be most at risk in the following three weeks.

To date it has not been possible to separately identify which parts of Predictive Analysis/Super cocooning have separately contributed to reductions of Burglary as a whole. These tactics taken together with others have all contributed to the reduction in residential burglary in most of the boroughs that have embraced Predictive Policing.

In parallel, the MPS is also working with three external technology companies who will provide a six-month Free of Charge trial of their fully automated, algorithmic based software solutions that were either already operationally deployed with law enforcement or were 'box ready'. (These suppliers' names cannot be disclosed to third parties or the media at this time). The three companies are due to start providing predictions on five MPS Boroughs once data protection / security and connectivity matters have been resolved. A six-month external evaluation framework is also being developed.

Regarding the costs of the project, the MPS version of Predictive Analysis includes:

- Opportunity costs of staff time for one chief inspector, two inspectors, two sergeants and one constable as the project team, albeit these posts are not full time dedicated to the project. One inspector is separately leading the development of the alternative predictive analysis. The Department of Information, Department of Resources and Intelligence have also been involved.
- £10k to purchase high end workstations, used to run the automated maps
- £130k for additional licences has been allocated. To run bespoke software and further hardware; however no decision to spend this will be made until the alternative versions of Predictive Analysis have been trialled.

Recommendation 6

The MPS has well established coherent policies to manage the use of social media by staff, both professionally and personally. These policies are subject to regular review, and are promoted internally.

Use of Social Media sites is governed by policies developed by Directorate of Information (DoI) and Directorate of Media & Communication (DMC). Open source intelligence is led by the MPS Intelligence Bureau (MIB).

The MPS has an established presence on social media channels, to support external communication and engagement with London's communities. There is some use of social media for internal communications and staff engagement as well.

Responsibility for social media channels is shared between the professional communications team and police officers. The Department of Media and Communication acts as the centre of professional practice for all social media users. This includes setting policy and strategy, providing guidance and training to officers, and taking overall responsibility for developing the use of social media for engagement. The DMC also owns the corporate channels such as the MPS corporate Twitter account and Facebook page. Police officers take the lead in using social media feeds in the 32 London Boroughs policed by the MPS. They also own a number of social media feeds owned by specialist units in the MPS. Use of these feeds is integrated into their day-to-day policing work.

This approach was extended in 2013 to allow Sergeants leading Safer Neighbourhoods Teams to run their own ward based twitter accounts. This provides Sergeants with an additional way to engage with the local community specifically about police action to address locally set policing priorities. Importantly it also provides the MPS with a presence in these hyper-local communities. Updating local residents on policing priorities and actions taken as well as engaging in a friendly and personable manner has a direct correlation to local confidence levels.

Officers are given additional support through a mentoring process and attend DMC workshops with external experts, including Twitter and the National College of Policing Social Media lead.

I have attached a number of documents as appendices to this letter for your information regarding Twitter, Facebook and the use of other social media which may be of interest to you.

I hope this in-depth update provides you and the committee with the assurances you require that we are address carefully all the recommendations. As chair of the MPS's Technology Investment Board I will ensure that you are provided with further updates in April 2014 and 2015 in terms of both delivery and savings as suggested in Recommendation 8.

In the interim if you have any additional questions

Yours Sincerely



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Specialist Crime and Operations