



Performance and Insight Growth

MOPAC Investment Advisory & Monitoring meeting 08/01/2024**Report by Nina Andrew-Beddall on behalf of DAC Alexis Boon****Part 1 – This section of the report will be published by MOPAC. It is Classified as OFFICIAL – PUBLIC***EXECUTIVE SUMMARY*

This paper requests MOPAC approval for the phased growth of the Performance & Insight (P&I) function from 27 posts to 102 post over three years. This will allow the team to provide the full suite of performance and insight services, across both geographies and thematics – aligned to NMfL priorities¹. This funding has been agreed from the MTFP.

The solution proposed helps the MPS to move away from reactive performance monitoring to proactive performance management, delivering analysis and collaborative insight that drives strategic planning, operational decision-making and informs tasking. This, in turn, helps to improve the policing offered to the public by the MPS.

Recommendations

The Deputy Mayor for Policing and Crime, via the Investment Advisory and Monitoring meeting (IAM), is asked to:

1. **Agree to the proposal to grow the P&I team in Year 1 24/25 (growing from 27 posts to 56 posts) using the funding of £1.9m has been agreed from the Medium Term Financial Plan (MTFP) at ExCo.**
2. **Agree the growth in Years 2 and 3 will only proceed following necessary governance to secure further funding of £2.6m to continue to grow the team (growing from 56 posts to 102 posts).**

Time sensitivity

A decision is required from the Deputy Mayor by 21/12/2023. This will allow recruitment to commence. Recruitment of internal and external resources is estimated to take between 10 months – beginning recruitment as early as possible is critical to ensure the rapid growth of the P&I team, and the delivery of enhanced performance, insight and analysis services across the MPS and to our partners.

Non-confidential facts and advice to the Deputy Mayor for Policing and Crime**Introduction and background**

1. HMICFRS have found that the way UK police forces conduct strategic

¹ "A New Met for London 2023 – 2025", Metropolitan Police, 2023

performance management is an area for improvement nationally². Forces are failing to properly understand and manage their own performance through lack of data, performance frameworks, and appropriate governance. This limits their ability to operate effectively and efficiently, understand underperformance, and be confident in their legitimacy.

2. The MPS is no exception to this finding. The need to improve the way that the MPS manages performance and measures success has been identified by both HMICFRS and Baroness Casey.
3. There is a need to improve strategic performance management within the MPS in response to recommendations made by HMICFRS and Baroness Casey, and to help us deliver More Trust, Less Crime and High Standards across London.
4. The Performance & Insight (P&I) team is significantly under-resourced, and still maintains its 'interim' position since its creation in April 2023. The team cannot meet demand, nor enhance and expand the performance analysis and insight services it provides to the Met, as is required.
5. Growing and restructuring the P&I team will improve strategic and tactical performance management, and will equip the Met to take data-driven operational and planning decisions.
6. This will help to focus efforts on achieving results with the greatest benefit to the public. This is critical in response to the findings of HMICFRS and Baroness Casey, and commitments made as part of A New Met for London (NMfL).
7. The expansion of the team and their portfolio of work, compliments the work carried out by MOPAC's Evidence and Insight Team. Growth in the performance team will enable better alignment and a closer working relationship, which facilitates joint reporting against NMfL.

Issues for consideration

8. The current service provided is not enabling the organisation to have a true 'grip' of strategic performance; the function is reactive, rather than proactive. This does not allow the MPS to fully understand what is influencing performance, how we can task differently to improve, and evaluate the outcomes of organisational and operational decision-making.
9. Irrespective of enhancing performance services, the team cannot meet BAU demand, and demand for performance services has increased and will continue to do so. Limited resource has resulted in performance analysis being conducted in siloes across the organisation in a 'piecemeal' fashion – limiting consistency and quality.
10. Drivers of demand include the increase in number and frequency of performance governance forums, external bodies (e.g. Policing Performance Oversight Group PPOG, London Crime Policing Board LCPB), ad hoc

² "Police performance: Getting a grip", PEEL spotlight report, HMICFRS, 2023.

demand from senior leaders, support for legacy change programmes and NMfL change programmes, CONNECT providing access to more / different data, and the ongoing ambition to closely link tasking and performance.

11. This paper proposes a solution to move the MPS away from reactive performance monitoring to pro-active performance management, delivering analysis and collaborative insight that drives strategic planning, and operational decision-making and informs tasking. This, in turn, helps to improve the policing offered to the public.

The proposal and associated benefits

12. The growth and restructuring of the Performance & Insight team is shown below in the new Organisational Design, see Figure 1. It is proposed achieving this design is phased over three years and looks to deliver the following capabilities:

- Priority within Year 1 to onboard leadership roles (BB3, Band A) to establish the team, set the strategy and build stakeholder relationships.
- Current state teams (Local Policing, Corporate Reporting, and Public Protection) will be restructured, and then expanded in Year 1 to form the Community Focus and Strategic Performance Management teams – building on established ways of working and relationships, and avoiding reduction in service for existing stakeholders.
- New teams will begin to be established from Year 2.

13. The new organisation structure will enable the MPS with a well-equipped team of trained analysts that can take a strategic and tactical grip of performance. This will drive improvements by:

- Significant uplift to enable breadth and depth of performance analysis and insight – moving from a reactive reporting service, to become a proactive strategic and tactical enabler.
- Links performance to tasking and planning, ensuring decisions are informed by performance analysis, and evaluated to understand the impact of decisions on performance.
- Allows additional capacity to engage with senior stakeholders and provide the analysis and insight they need to run their business areas and be held to account.
- Increases leadership to provide quality assurance and development of junior team members – improving overall quality, and building a talent pipeline in a competitive market.
- Enables better collaboration with other analytical functions throughout the MPS (DDaT, SIU, Intel etc.), and within MOPAC.
- Enhances the team's ability to look 'up and out', to contextualise risks, issues and threats.
- Sets a national precedent for performance management in policing.

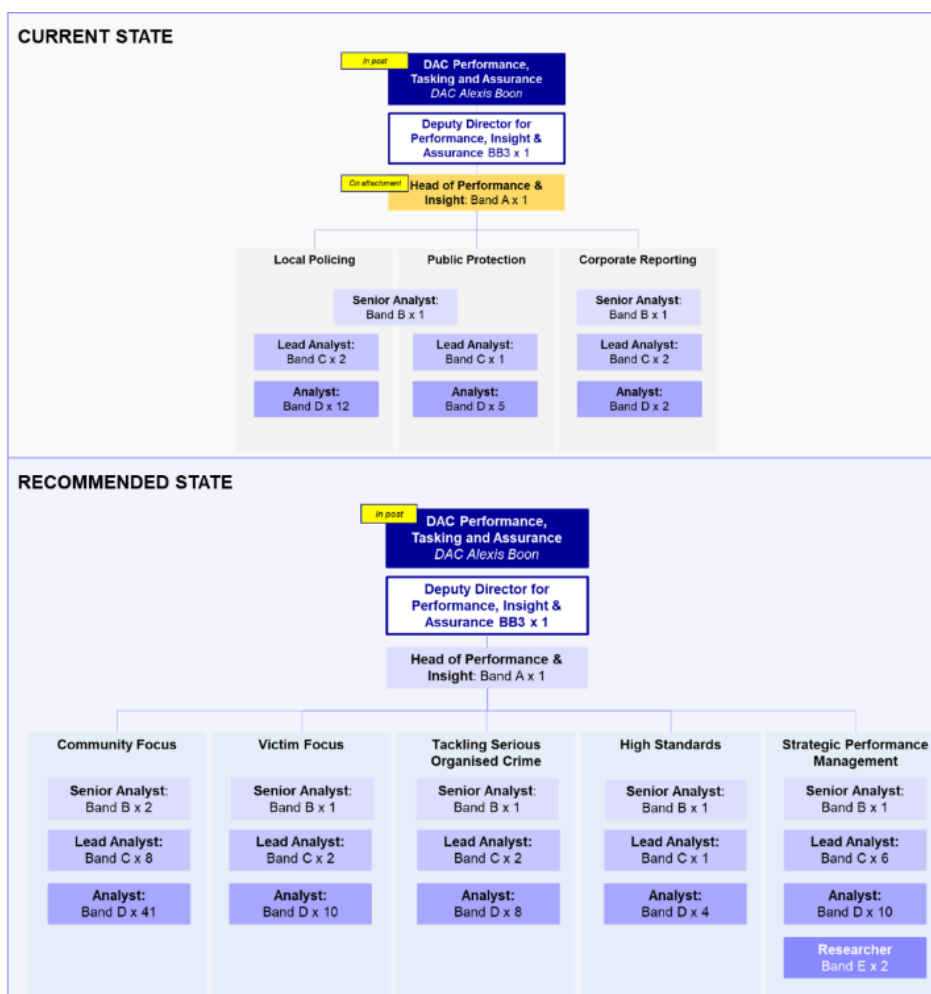


Figure 1: Current State Vs Recommended Organisational Design - aimed to be achieved by year 3

Contributes to the MOPAC Police & Crime Plan 2022-25³

- Aligning with the MOPAC Police & Crime Plans priorities, there is a need to improve strategic performance management within the MPS in response to recommendations made by HMICFRS and Baroness Casey, and to help us deliver More Trust, Less Crime and High Standards across London.
- This paper requests funding to build the analytical services (and associated team) required, as committed to in NMfL. Investment in an expanded Performance & Insight team demonstrates the commitment to gripping strategic performance management, and becoming a truly data-driven, evidence-led police service.

Financial, Commercial and Procurement Comments

- The funding of £1.9m has been agreed from the MTFP at ExCo.
- Ongoing, further funding is required to continue to grow the team in Years 2 and 3. Sufficient review and assurances will be provided via governance ahead of Years 2 and 3 before proceeding with additional growth.

³ [Police and crime plan: a safer city for all Londoners | London City Hall](#)

18. This project looks to contribute to the commitments within London Anchor Institutions' Charter by focusing recruitment efforts on university and school leavers, level 4/5 apprenticeships and student placements to help young people have access to opportunities within the MPS.

19. All costs are based on the MPS Ready Reckoner 22/23 rates, provided by HR.

Legal Comments

20. The MPS Directorate of Legal Services confirm that the decision is legal.

21. Paragraph 4.8 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime (DMPC) has delegated authority to approve business cases for revenue or capital expenditure of £500,000 or above.

Equality Comments

22. The recruitment required to grow the P&I team will adopt the standards of Met's HR policies, which ensure Equality and Diversity considerations are taking account of.

23. There are no implications for the London Anchor Institutions' Charter.

Privacy Comments

24. The MPS is subject to the requirements and conditions placed on it as a 'State' body to comply with the European Convention of Human Rights and the Data Protection Act (DPA) 2018. Both legislative requirements place an obligation on the MPS to process personal data fairly and lawfully in order to safeguard the rights and freedoms of individuals.

25. Under Article 35 of the General Data Protection Regulation (GDPR) and Section 57 of the DPA 2018, Data Protection Impact Assessments (DPIA) become mandatory for organisations with technologies and processes that are likely to result in a high risk to the rights of the data subjects.

26. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the project meets its compliance requirements.

27. The project does not use currently personally identifiable data of members of the public, so there are no current GDPR issues to be considered. If the project uses personally identifiable data of members of the public at a later date DPIAs will be completed as needed.

Real Estate Implications

28. Space had been identified at Patrick Dunne House (this is not guaranteed, in case of competing demand). Once MOPAC approve the growth, a full estate survey will be completed to confirm needs and identify permanent space.

Environmental Implications

29. From an Environment & Sustainability perspective, there are no issues.

30. There are no implications for the London Anchor Institutions' Charter.

Background/supporting papers

31. This information is contained in the restricted part of the report.

Report author: Nina Andrew-Beddall, Project Manager, 07808273643.

Part 2 – This section refers to the details of the Part 2 business case which is NOT SUITABLE for MOPAC Publication.

The Government Security Classification marking for Part 2 is:
OFFICIAL-SENSITIVE

Part 2 of Performance and Insight Growth Paper is exempt from publication for the following reasons:

- Exempt under Section 31 (1) of the Freedom of Information Act 2000 (FOIA) (Law enforcement - Section 31).

A review of publication will take place at the end of the project 01/04/2027.