

REQUEST FOR DMPC DECISION – PCD 484**Title: Intelligence Target Operating Model Phase 1 Outline Business Case****Executive Summary:**

This Outline Business Case (OBC) seeks approval to immediately implement an Intelligence Target Operating Model (TOM) to support frontline policing to tackle current violent crime and safeguarding pressures by redistributing existing intelligence functions, staff and officers from central to local and specialist crime.

This approval includes a small investment in intelligence staff and officers, support for the filling of intelligence vacancies and approval of the funding required to implement the model.

Recommendation:

The Deputy Mayor for Policing and Crime is recommended to:

1. Approve the preferred option for the immediate implementation of the Intelligence Target Operating Model with the following:
 - a. An increase in total Met Intelligence BWT of 5 police staff (5 Band E) at a revenue cost of £0.206M per annum, to be funded from police staff underspends in 2018/19 and put into an earmarked reserve to be used in 2019/20. The budget pressure will then be built into the Medium Term Financial Plan as pressure to be mitigated by savings found in the budget scrutiny process for 2020/21.
 - b. An increase in total Met Intelligence BWT of 4 police officers (1 DCI, 4 DI/Insp with removal of 1 DSU) to be found by each business group providing a percentage of the officer requirement based on their non-funded BWT.
 - c. Capital funding of £0.374M from the updated MPS Capital Plan that will be submitted in November to MOPAC as part of the budget submission and approved in February for IT hardware changes on BCUs and SC Hubs to accommodate more intelligence staff/officers.
 - d. Revenue funding of £0.329M from the Major Change Fund for required IT and Estate changes on BCUs and SC Hubs, business change activities and scoping of potential future intelligence IT solutions.
 - e. Upgrade Met Intelligence to a high priority business group in the MPS posting process in order to fill all current Met Intelligence vacancies.
2. Approve the project to return to the Board within the next 12 months with a separate Full Business Case evidencing the need for additional investment in Met Intelligence and a new intelligence resource model. It is anticipated that this new FBC will be requesting investment broadly in-line with Option 2 in this Outline Business Case, however this will be confirmed when the FBC is presented to the Board.

Deputy Mayor for Policing and Crime

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. Any such interests are recorded below.

The above request has my approval.

Signature

Spine Under

Date 15/11/2018

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC

Decision required – supporting report

1. Introduction and background

- 1.1. The purpose of this Outline Business Case (OBC) is to seek approval to immediately implement an Intelligence Target Operating Model (TOM) to support frontline policing to tackle current violent crime and safeguarding pressures by redistributing existing intelligence functions, staff and officers from central to local and specialist crime.
- 1.2. The project has undertaken an extensive design period with the support of target operating model experts to assist with the design of the Intelligence TOM.
- 1.3. The aim of the Intelligence TOM is to improve the effectiveness of the Met Intelligence service, in order for the MPS to develop enhanced intelligence and create opportunity to drive tasking in order to prevent and tackle violent crime and safeguard more vulnerable people.

2. Issues for consideration

- 2.1. The preferred option is to fill current vacancies through redistribution of current staff and officers to deliver the planned TOM with minimal investment at this stage. A further case for investment will then be made within the next 12 months.

3. Financial Comments

- 3.1. Capital costs of £0.374m will be funded from the updated MPS Capital Plan that will be submitted for approval as part of the budget submission for 2019/20.
- 3.2. Revenue costs of £0.329m will be funded from the Major Change Fund.
- 3.3. Ongoing costs for increasing the numbers of police staff (£0.206m) will be funded initially from police staff underspends in 2018/19 and put into an earmarked reserve to be used in 2019/20. The budget pressure will then be built into the Medium Term Financial Plan as pressures to be mitigated by savings found in the budget scrutiny process for 2020/21.

4. Legal Comments

- 4.1. MPS Directorate of Legal Services (DLS) have been consulted as part of the assurance process and no concerns have been raised to date. Key stakeholders, including DLS will be engaged throughout the project and prior to the implementation of any change.

5. GDPR/Data Privacy

- 5.1. With support from the Information Rights Unit, the project has undertaken an initial Data Protection Impact Assessment (DPIA). No privacy issues have been identified to date, but the DPIA will continue throughout the life of the project and will be undertaken when scoping any potential future intelligence software solutions.

6. Equality Comments

- 6.1. Since the inception of the project, an Equalities Impact Assessment (EIA) has been maintained with the support and guidance from the Strategy Diversity & Inclusion team. This will be an ongoing activity throughout the life of the project.
- 6.2. New working locations and shift patterns may have some impact on the protective characteristics of some police officers and staff. Police buildings generally have sufficient facilities to accommodate all officers and staff but once it is known where each individual will be working as part of the new estate footprint, exact requirements can be identified to ensure all buildings will be fit for purpose.
- 6.3. Impact to individuals and communities outside the MPS continues to be assessed. Currently, no circumstances resulting from the project changes have been identified that would impact these groups.

7. Background/supporting papers

- 7.1. Report

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOIA) and will be made available on the MOPAC website following approval.

If immediate publication risks compromising the implementation of the decision it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

If yes, for what reason:

Until what date:

Part 2 Confidentiality: Only the facts or advice considered as likely to be exempt from disclosure under the FOIA should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a **Part 2** form – YES

ORIGINATING OFFICER DECLARATION

	<i>Tick to confirm statement (✓)</i>
Financial Advice: The Strategic Finance and Resource Management Team has been consulted on this proposal.	✓
Legal Advice: The MPS legal team has been consulted on the proposal.	✓
Equalities Advice: Equality and diversity issues are covered in the body of the report.	✓
Commercial Issues Commercial issues are not applicable	✓
GDPR/Data Privacy <ul style="list-style-type: none"> • GDPR compliance issues are covered in the body of the report and the MPS Information Rights Unit has been consulted on the GDPR issues within this report. • A DPIA has been completed 	✓
Director/Head of Service: The Chief Finance Officer has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓

OFFICER APPROVAL**Chief Executive Officer**

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Deputy Mayor for Policing and Crime.

Signature R. Lawrence

Date 12/11/2018



MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Intelligence Target Operating Model Phase 1 Outline Business Case

MOPAC Investment Advisory and Monitoring Meeting 02/11/2018

Report by DAC Duncan Ball on behalf of the Deputy Commissioner

Part 1 – This section of the report will be published by MOPAC. It is classified as OFFICIAL – PUBLIC

EXECUTIVE SUMMARY

The purpose of this Outline Business Case (OBC) is to seek approval to immediately implement an Intelligence Target Operating Model (TOM) to support frontline policing to tackle current violent crime and safeguarding pressures by redistributing existing intelligence functions, staff and officers from central to local and specialist crime.

The aim of the Intelligence TOM is to improve the effectiveness of the service provided by Met Intelligence, in order for the MPS to develop enhanced intelligence and identify tasking opportunities to tackle and prevent violent crime; and safeguard more vulnerable people.

A decision is required by Portfolio Investment Board (PIB)/Investment Advisory Board (IAB) to endorse the operating model, approve a minimal investment in intelligence staff and officers, support the filling of intelligence vacancies and approve the funding required to implement the model.

The Intelligence TOM OBC builds on the design that was approved by the One Met Model Design Authority in July 2018 and the design presented to PIB in July 2018 as part of a wider One Met Model Programme 4 presentation.

Recommendations

The MPS Portfolio & Investment Board (PIB) is asked to:

1. Approve the preferred option for the immediate implementation of the Intelligence Target Operating Model with the following:
 - a. An increase in total Met Intelligence BWT of 5 police staff (5 Band E) at a revenue cost of £0.206M per annum, to be funded from police staff underspends in 2018/19 and put into an earmarked reserve to be used in 2019/20. The budget pressure will then be built into the Medium Term Financial Plan as pressure to be mitigated by savings found in the budget scrutiny process for 2020/21.
 - b. An increase in total Met Intelligence BWT of 4 police officers (1 DCI, 4 DI/Insp with removal of 1 DSU) to be found by each business group providing a percentage of the officer requirement based on their non-funded BWT.
 - c. Capital funding of £0.374M from the updated MPS Capital Plan that will be submitted in November to MOPAC as part of the budget submission and approved in February for IT hardware changes on BCUs and SC Hubs to accommodate more intelligence staff/officers.
 - d. Revenue funding of £0.329M from the Major Change Fund for required IT and Estate changes on BCUs and SC Hubs, business change activities and scoping of potential future intelligence IT solutions.
 - e. Upgrade Met Intelligence to a high priority business group in the MPS posting process in order to fill all current Met Intelligence vacancies.

2. Approve the project to return to the Board within the next 12 months with a separate Full Business Case evidencing the need for additional investment in Met Intelligence and a new intelligence resource model. It is anticipated that this new FBC will be requesting investment broadly in-line with Option 2 in this Outline Business Case, however this will be confirmed when the FBC is presented to the Board.

If supported by the MPS Portfolio & Investment Board, the Deputy Mayor for Policing and Crime, via the Investment Advisory and Monitoring Meeting Board (IAM), is asked to:

1. Approve the preferred option for the immediate implementation of the Intelligence Target Operating Model with the following:
 - a. An increase in total Met Intelligence BWT of 5 police staff (5 Band E) at a revenue cost of £0.206M per annum, to be funded from police staff underspends in 2018/19 and put into an earmarked reserve to be used in 2019/20. The budget pressure will then be built into the Medium Term Financial Plan as pressure to be mitigated by savings found in the budget scrutiny process for 2020/21.
 - b. An increase in total Met Intelligence BWT of 4 police officers (1 DCI, 4 DI/Insp with removal of 1 DSU) to be found by each business group providing a percentage of the officer requirement based on their non-funded BWT.
 - c. Capital funding of £0.374M from the updated MPS Capital Plan that will be submitted in November to MOPAC as part of the budget submission and approved in February for IT hardware changes on BCUs and SC Hubs to accommodate more intelligence staff/officers.
 - d. Revenue funding of £0.329M from the Major Change Fund for required IT and Estate changes on BCUs and SC Hubs, business change activities and scoping of potential future intelligence IT solutions
 - e. Upgrade Met Intelligence to a high priority business group in the MPS posting process in order to fill all current Met Intelligence vacancies.
2. Approve the project to return to the Board within the next 12 months with a separate Full Business Case evidencing the need for additional investment in Met Intelligence and a new intelligence resource model. It is anticipated that this new FBC will be requesting investment broadly in-line with Option 2 in this Outline Business Case, however this will be confirmed when the FBC is presented to the Board.

Time sensitivity

A decision is required from the Deputy Mayor by 16/11/2018. This is because immediate implementation of the intelligence operating model is required to support frontline policing in tackling the current violent crime and safeguarding pressures.

Introduction and background

1. The purpose of this Outline Business Case (OBC) is to seek approval to immediately implement an Intelligence Target Operating Model (TOM) to support frontline policing to tackle current violent crime and safeguarding pressures by redistributing existing intelligence functions, staff and officers from central to local and specialist crime.
2. The project has undertaken an extensive design period with the support of target operating model experts to assist with the design of the Intelligence TOM.
3. The aim of the Intelligence TOM is to improve the effectiveness of the Met Intelligence service, in order for the MPS to develop enhanced intelligence and create opportunity to drive tasking in order to prevent and tackle violent crime and safeguard more vulnerable people.
4. The Intelligence TOM will enhance the creation of Basic Command Units (BCUs) by aligning more intelligence resources locally. This will enable Local Policing to tackle the highest threat, harm and risk, by developing joined-up intelligence for both Control Strategy and Local Priorities. This will provide a better central and local intelligence picture, which means that operational teams can be tasked more effectively and ultimately improve outcomes for the public.

5. Transformation of intelligence will also improve central collaboration with partners, leading to an increase in intelligence, multi-agency working and ultimately improved prevention and safeguarding of vulnerable people.
6. Demand modelling predicts an increase in demand for intelligence services. A trial was undertaken to understand the demand within BCUs as a benchmark for the Intelligence TOM. The trial showed a large increase in requests for true actionable intelligence development, demonstrating the value of increased local intelligence resources. Increased use of technology and complex crime investigations also require additional analytical support and overall intelligence requests have also increased and are forecast to continue to increase.

Issues for consideration

7. This business case requests approval to upgrade Met Intelligence to a high priority business group in the MPS posting process in order to fill all current Met Intelligence vacancies. The current external MPS analyst recruitment campaign should fill all analyst vacancies however Met Intelligence has police officer vacancies that need to be filled to fully implement the TOM.
8. When the project returns to the Board with a further business case evidencing the need for additional investment in Met Intelligence, it will include further work to compare Met Intelligence with our most similar forces and define how to deliver a new resource model with the most efficient and effective staff and officer mix.
9. The project is also exploring IT solutions to improve Met Intelligence and business justification papers will be presented to the Board to seek approval for any procurement following an initial evaluation after this OBC.

Contributes to the MOPAC Police & Crime Plan 2017-2021¹

10. The intelligence target operating model supports a number of the Priorities and Commitments in the MOPAC Police & Crime Plan:
 - a. A better Criminal Justice system for London – continually review and refine our services including ability to reach out to the huge range of diverse communities, innovate and test new system approaches to tackling persistent offenders, work with partners to deliver and approach to young adults to help with the transition point between youth and adult services
 - b. Keeping children & young people safe – work with the MPS to identify crime hotspots across the capital identifying where young Londoners are least safe, work with boroughs to invest in the earlier identification of young people at risk of CSE, support the targeted and intelligence led use of stop and search and scrutinise the use of stop and search, work with local authorities to build good practice to tackle gangs at a local level, review the MPS' approaches to gang crime
 - c. Tackling Violence against Women and Girls – improve and create new multi agency partnership to tackle human slavery, work with CPS and MPS to improve the quality of evidence going from the police to the prosecutors, ensure the MPS understand who the highest risk perpetrators are
11. The intelligence target operating model will also deliver significant improvements in a number of areas set out in the latest HMICFRS PEEL Inspections:
 - a. The force should routinely evaluate and share effective practice, both internally and with partner organisations, continually to improve its approach to the prevention of crime and anti-social behaviour.
 - b. The force should improve its understanding of the impact of its activity on serious and organised crime across the four Ps (pursue, prevent, protect and prepare), and ensure that it learns from experience to maximise the force's disruptive effect on this activity.

¹ [Police and crime plan: a safer city for all Londoners | London City Hall](#)

Financial, Commercial and Procurement Comments

12. The Intelligence TOM OBC requires:
 - a. Capital funding of £0.374M from the updated MPS Capital Plan that will be submitted in November to MOPAC as part of the budget submission and approved in February for IT hardware changes on BCUs and SC Hubs to accommodate more intelligence staff/officers
 - b. Revenue funding of £0.329M from the Major Change Fund for required IT and Estate changes on BCUs and SC Hubs, business change activities and scoping of potential future intelligence IT solutions
13. The Intelligence TOM OBC also requires:
 - a. An increase in total Met Intelligence BWT of 5 police staff (5 Band E) at a revenue cost of £0.206M per annum, to be funded from police staff underspends in 2018/19 and put into an earmarked reserve to be used in 2019/20. The budget pressure will then be built into the Medium Term Financial Plan as pressure to be mitigated by savings found in the budget scrutiny process for 2020/21.
 - b. An increase in total Met Intelligence BWT of 4 police officers (1 DCI, 4 DI/Insp with removal of 1 DSU) to be found by each business group providing a percentage of the officer requirement based on their non-funded BWT. This is therefore an opportunity cost rather than an additional funding request.
14. No specific good or services need to be directly procured for this OBC. This OBC seeks permission to evaluate the potential procurement of intelligence software solutions however it is not requesting approval to begin the procurement of these solutions or enter into any commercial agreements for them. Further Business Justification Papers will be presented to the Board to seek approval for any procurement of these solutions following an initial evaluation after this OBC.

Legal Comments

15. MPS Directorate of Legal Services (DLS) have been consulted as part of the assurance process and no concerns have been raised to date. Key stakeholders, including DLS will be engaged throughout the project and prior to the implementation of any change.

Equality Comments

16. Since the inception of the project, an Equalities Impact Assessment (EIA) has been maintained with the support and guidance from the Strategy Diversity & Inclusion team. This will be an ongoing activity throughout the life of the project.
17. New working locations and shift patterns may have some impact on the protective characteristics of some police officers and staff. Police buildings generally have sufficient facilities to accommodate all officers and staff but once it is known where each individual will be working as part of the new estate footprint, exact requirements can be identified to ensure all buildings will be fit for purpose.
18. Impact to individuals and communities outside the MPS continues to be assessed. Currently, no circumstances resulting from the project changes have been identified that would impact these groups.

Privacy Comments

19. With support from the Information Rights Unit, the project has undertaken an initial Data Protection Impact Assessment (DPIA). No privacy issues have been identified to date, but the DPIA will continue throughout the life of the project and will be undertaken when scoping any potential future intelligence software solutions.
20. 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.

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21. 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.
22. DPIAs are part of a privacy by design approach. It will allow the MPS to find and fix problems at the early stages of any project, which might otherwise accompany a breach of data protection laws and regulations.
23. DPIAs also support the accountability principle, as they will ensure the MPS complies with the requirements of GDPR and demonstrate that appropriate measures have been taken to ensure compliance.

Real Estate Implications

24. The future intelligence model will be redistributing existing intelligence functions, staff and officers from central locations to local BCUs and specialist crime hubs.
25. The project team continue to work closely with the One Met Model Estates Programmes (Programmes 10 and 11) and the Strengthening Local Policing Programme (Programme 3) to coordinate delivery of the intelligence estate requirements in-line with the wider MPS estate transformation and Estate Strategy.

Environmental Implications

26. No environmental implications have been identified at this stage.

Report author:

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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 [OPERATIONAL]

Part 2 of the Intelligence Target Operating Model Phase 1 Outline Business Case is exempt from publication under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011.

The relevant sections under the FOIA that would exempt this information from disclosure are Sections 31 (Law Enforcement), Section 40 (Data Protection), Section 43 (Commercial Interest) and section 23 (security bodies) of the Freedom of Information Act.

The confidentiality of part 2 should be reviewed after ten years (Nov 2028). No disclosure of part 2 is permitted without consultation from the MPS.