

REQUEST FOR DMPC DECISION – PCD 475

Title: Information Futures SOC

Executive Summary:

The Metropolitan Police Service (MPS) has stated that a key enabler of its strategic intent is to ‘seize the opportunities of technology and data to become a world leader in policing’ by:

- rising to the challenge of a fast-moving digital-driven age
- harnessing data and using advanced technologies to its advantage in the pursuit of criminals
- making information and insight more accessible internally and externally, to support evidence-based decisions and to promote public confidence
- enhancing its global reputation for excellence and expertise in policing.

The remit of the Information Futures (IF) programme is to transform the MPS into a data-driven organisation in support of this strategic direction. This programme will deliver the cultural, organisational and technology changes needed to value and utilise data as an organisational asset, managing what the MPS does with data based on achieving public-facing policing outcomes for Londoners and visitors to our city, and doing so in an ethical and cost-effective way.

The programme team is proposing to take a phased and agile approach to delivering the programme and achieving its objectives, prioritising the delivery of new capabilities and using pilots and data innovation to trial, learn from and inform new ways of working with data.

Recommendation:

The Deputy Mayor for Policing and Crime is recommended to:

1. Approve the Information Futures programme to progress to the next tranche of delivery in line with the vision, scope and anticipated benefits presented in this Strategic Outline Case.
2. Approve the funding of £3m revenue from the Major Change Fund and £0.7m capital fully funded in the MOPAC approved capital plan to deliver the next tranche to Outline Business Case of the Information Futures programme.
3. In relation to the capital and revenue budgets above, approve initiation of procurement and award of either new or call off Contracts by competitive tender from existing pre-competed MPS or Crown Commercial Framework Agreements, to ensure best value and compliance with EU Public Procurement Regulations.

4. Approve delegation to the Commercial Director to approve 4 commercial lots for Information Futures with a combined total not exceeding £3.7m.

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

Spue Under

Date

12/19/18

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

Decision required – supporting report

1. Introduction and background

- 1.1. The Information Futures programme will provide an enterprise-wide approach to data quality, compliance, management and analytical insight. It recognises that data is the key to effective investment and sound deployment strategies based on predictive analytics and confident decision-making on the front line.

2. Issues for consideration

- 2.1. The MPS has committed to a number of ambitious programmes that will need Information Futures data capabilities to fully realise their benefits. Information Futures will set the strategic approach and requirements for how data flows through the end to end policing process ensuring that individual systems are not developed without consideration of a core MPS wide data framework. The IF programme will develop this framework.
- 2.2. The MPS is currently addressing its compliance challenges, as documented by the Information Commissioner's Office, and meeting new challenges presented by changing data legislation. Through the IF programme MPS systems infrastructure as well as data policies and governance will be enhanced to enable it to become fully compliant.
- 2.3. This programme presents a real opportunity to work with the Public and our Partners in developing a consistent framework that meets ethical and legal requirements. It also presents an opportunity to consider how to make more effective use of data; how to make decisions to achieve better policing outcomes and how to become more open about sharing the right data with the public and our partners.

3. Financial Comments

- 3.1. Funding of £3m revenue will come from the Major Change Fund to progress detailed design of the required people, organisational, process and technology changes.
- 3.2. Funding of £0.7m capital will be drawn from the budgeted £5m in the MOPAC approved capital plan to progress design of a data archive which will enable the release of £6.5m of savings p.a. through the decommissioning of MiPS legacy systems.
- 3.3. The programme plans to initiate procurement and award of either new or call off Contracts by competitive tender from existing pre-competed MPS or Crown Commercial Framework Agreements, to ensure best value and compliance with EU Public Procurement Regulations. Delegation to the Commercial Director is requested to approve 4 commercial lots for Information Futures with a combined total not exceeding £3.7m.

4. Legal Comments

- 4.1. The Mayor's Office for Policing and Crime (MOPAC) is a contracting authority as defined in the Public Contracts Regulations 2015 (the Regulations). All awards of public contracts for goods and/or services valued at £181,302 or above will be procured in accordance with the Regulations.
- 4.2. Development of the Information Futures programme will take account of relevant data protection legislation including the Data Protection Act 2018, the Freedom of Information Act 2000 and the Human Rights Act 1998. This programme is expected to contribute to MPS improved compliance with this legislation. The Information Assurance and Information Rights units will be consulted on the design of Information Futures initiatives at all stages.

5. GDPR and Data Privacy

- 5.1. The IF programme will ensure that its constituent projects comply with the Data Protection Act 2018, the General Data Protection Regulation (GDPR) and other Data Protection and privacy legislation.
- 5.2. In consultation with the Information Assurance and Information Rights units within MPS it is considered that at this stage a DPIA is not required for the Information Futures programme as no requirements for personal data processing have been identified.
- 5.3. However where constituent IF projects use or process personally identifiable information the IF programme will re-visit the issue of a specific DPIA in accordance with established processes in conjunction with the MPS Information Rights Unit and MPS Data Protection Officer to ensure that any purposes for additional processing, any issues of consent that need to be resolved or any privacy notices that need to be adjusted will be dealt with in a way that it is clear and transparent.

6. Equality Comments

- 6.1. Diversity and Inclusion have been consulted on the potential impacts of the Information Futures programme, noting that these could be positive or negative. Detailed Equality Impact Assessments will be submitted with project business cases developed for the next stage of approvals for the Information Futures programme. Equality Impact Assessments will include any Diversity and Inclusion considerations relating to the introduction of future technologies as well as considering how to attract and retain data talent in the MPS.

7. Background/supporting papers

- 7.1. None

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.	✓
GDPR and Data Privacy <ul style="list-style-type: none"> GDPR compliance issues are covered in the body of the report and the Data Protection Officer has been consulted on the GDPR issues within this report. A DPIA is not required at this stage, but will be completed where required for constituent elements of the programme as it develops. 	✓
Head of Unit: 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** *5/10/18*





MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Information Futures Programme
Strategic Outline Case

MOPAC Investment Advisory Board [27/09/18]

Report by Aimee Reed 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 MPS has stated that a key enabler of its strategic intent is to 'seize the opportunities of technology and data to become a world leader in policing' by:

- rising to the challenge of a fast-moving digital-driven age
- harnessing data and using advanced technologies to our advantage in the pursuit of criminals
- making information & insight more accessible internally and externally, to support evidence-based decisions and to promote public confidence
- enhancing our global reputation for excellence and expertise in policing.

The remit of the Information Futures programme is to transform the MPS into a data-driven organisation in support of this strategic direction. Through this programme we will deliver the cultural, organisational and technology changes needed to refocus our mind-set to truly value and utilise data as an organisational asset, managing what we do with data based on achieving public-facing policing outcomes for Londoners and visitors to our city, and doing so in an ethical and cost-effective way.

The vision for the Information Futures programme is that *data will be at the heart of what we do, helping our people to make the best decisions they can, to keep London safe.* To achieve this, the programme will lead the way on achieving the following objectives:

- Providing our people with the data they need to make the right decisions, at the right time
- Creating the right culture and develop the data skills for the effective use of data
- Ensuring we manage our data in a consistent and compliant way
- Delivering the right technology to better manage and analyse our data.

Delivering on these objectives necessarily implies that Information Futures is an ambitious programme with a scope that covers the whole of the MPS (with the exception of Counter Terrorism who are developing their own data strategy which we will align with), including front-line and support functions.

We are proposing to take a phased and agile approach to delivering the programme and achieving our objectives, prioritising the delivery of new capabilities and using pilots and data innovation to trial, learn from and inform new ways of working with data.

The immediate funding request is:

- funding of £3m revenue from the Major Change Fund to progress detailed design of the required people, organisational, process and technology changes
- £0.7m capital drawn from the budgeted £5m in the MOPAC approved capital plan to progress design of a data archive which will enable the decommissioning of the MiPS core legacy systems and deliver estimated savings of £6.5m p.a.

Recommendations

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

- A. Approve the Information Futures programme to progress to the next tranche of delivery in line with the vision, scope and anticipated benefits presented in this SOC
- B. Approve the funding of £3m revenue from the Major Change Fund and £0.7m capital fully funded in the MOPAC approved capital plan to deliver the next tranche to OBC of the Information Futures programme
- C. In relation to the capital and revenue budgets above, approve initiation of procurement and award of either new or call off Contracts by competitive tender from existing pre-competed MPS or Crown Commercial Framework Agreements, to ensure best value and compliance with EU Public Procurement Regulations.
- D. Approve delegation to the Commercial Director to approve 4 commercial lots for Information Futures with a combined total not exceeding £3.7m.

Time sensitivity

A decision is required from the Deputy Mayor by 11/10/2018. This is because Information Futures is a critical enabler of the release of benefits from other transformation programmes. This includes the release of an estimated £6.5m of benefits from the decommissioning of MiPS legacy systems – resources must be engaged in Q3 2018 to design the data archive system that enables this. Further resources must also be engaged in Q3 2018 to progress the detailed design of the data-driven MPS, a key enabling pillar of the MPS strategic vision.

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

Introduction and background

1. The MPS has stated that a key enabler of its strategic intent is to **'seize the opportunities of technology and data to become a world leader in policing'** by:
 - rising to the challenge of a fast-moving digital driven age
 - harnessing data and using advanced technologies to our advantage in the pursuit of criminals
 - making information & insight more accessible internally and externally, to support evidence-based decisions and to promote public confidence
 - enhancing our global reputation for excellence and expertise in policing.
2. The Information Futures programme is the vehicle through which we will achieve this ambition. The programme will provide an enterprise-wide approach to data quality, compliance, management and analytical insight. We recognise that data is the key to effective investment and sound deployment strategies based on predictive analytics and confident decision-making on the front line.
3. The vision for the Information Futures programme is that *data will be at the heart of what we do, helping our people to make the best decisions they can to keep London safe.*

To achieve this the programme will lead the way on achieving the following objectives:

 - 3.1. Providing our people with the data they need to make the right decisions, at the right time
 - 3.2. Creating the right culture and develop the data skills for the effective use of data
 - 3.3. Ensuring we manage our data in a consistent and compliant way
 - 3.4. Delivering the right technology to better manage and analyse our data.

4.0. Issues for consideration

- 4.1. The MPS has committed to a number of ambitious programmes that will need Information Futures data capabilities to fully realise their benefits. Information Futures will set the strategic approach and requirements for how data flows through the end to end policing process ensuring that individual systems are not developed without consideration of a core MPS wide data framework. The IF programme will develop this framework.
- 4.2. The MPS is currently addressing its compliance challenges, as documented by the ICO, and meeting new challenges presented by changing data legislation. Through the IF programme our systems infrastructure as well as data policies and governance will be enhanced to enable us to become fully compliant.

- 4.3. This programme presents a real opportunity to work with the Public and our Partners in developing a consistent framework that meets ethical and legal requirements. It also presents an opportunity to consider how we make more effective use of our data; how we make decisions to achieve better policing outcomes and how we are more open about sharing the right data with the public and our partners.

5.0. Contributes to the MOPAC Police & Crime Plan 2017-2021¹

- 5.1. Information Futures supports the delivery of the MOPAC Police & Crime Plan by enhancing the MPS' data capability and skills to enable more data-centric decision making across all areas of policing from neighbourhoods to organised crime.

6.0. Financial, Commercial and Procurement Comments

- 6.1. The immediate funding request is:

- 6.1.1. Funding of £3m revenue from the Major Change Fund to progress detailed design of the required people, organisational, process and technology changes
- 6.1.2. £0.7m capital drawn from the budgeted £5m in the MOPAC approved capital plan to progress design of a data archive which will enable the release of £6.5m of savings p.a. through the decommissioning of MIPS legacy systems.
- 6.1.3. In relation to the capital and revenue budgets above, initiate procurement and award of either new or call off Contracts by competitive tender from existing pre-competed MPS or Crown Commercial Framework Agreements, to ensure best value and compliance with EU Public Procurement Regulations.
- 6.1.4. Delegation to the Commercial Director to approve 4 commercial lots for Information Futures with a combined total not exceeding £3.7m

7.0. Legal Comments

- 7.1. The Mayor's Office for Policing and Crime (MOPAC) is a contracting authority as defined in the Public Contracts Regulations 2015 (the Regulations). All awards of public contracts for goods and/or services valued at £181,302 or above will be procured in accordance with the Regulations.
- 7.2. Development of the Information Futures programme will take account of relevant data protection legislation including the Data Protection Act 2018, the Freedom of Information Act 2000 and the Human Rights Act

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

1998. This programme is expected to contribute to MPS improved compliance with this legislation. The Information Assurance and Information Rights units will be consulted on the design of IF initiatives at all stages.

8.0. Equality Comments

- 8.1. Diversity & Inclusion have been consulted on the potential impacts of the IF programme, noting that these could be positive or negative. Detailed Equality Impact Assessments will be submitted with project business cases developed for the next stage of approvals for the IF programme. EIAs will include any Diversity & Inclusion considerations relating to the introduction of future technologies as well as considering how we attract and retain data talent in the MPS.

9.0. Privacy Comments

- 9.1. 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.
- 9.2. 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.
- 9.3. The Information Assurance and Information Rights units within MPS will be consulted with at all stages to ensure the Information Futures (IF) programme meets its compliance requirements.
- 9.4. The IF programme will ensure that its constituent projects comply with the Data Protection Act 2018, the General Data Protection Regulation (GDPR) and other Data Protection and privacy legislation.
- 9.5. The IF programme will ensure a privacy by design approach, including using DPIAs, which will allow the MPS to find and fix problems at the early stages of any project, ensuring compliance with GDPR.
- 9.6. DPIAs 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.
- 9.7. In consultation with the Information Assurance and Information Rights units within MPS it is considered that at this stage a DPIA is not

required for the Information Futures programme as no requirements for personal data processing have been identified.

- 9.8. However where constituent IF projects use or process personally identifiable information the IF programme will re-visit the issue of a specific DPIA in accordance with established processes in conjunction with the MPS Information Rights Unit and MPS Data Protection Officer to ensure that any purposes for additional processing, any issues of consent that need to be resolved or any privacy notices that need to be adjusted will be dealt with in a way that it is clear and transparent.

10. Real Estate Implications

- 10.1. At this stage of the programme no real estate impacts have been identified resulting from Information Futures proposals. As design work progresses we will work closely with the Estates team to manage any requirements that may emerge. This will include the implications of the programme for Buildings Information Management (BIM).

11. Environmental Implications

- 11.1. This programme does not contribute to the Mayor's London Environment Strategy and nor is it expected to have an environmental impact.

12. Background/supporting papers

- 12.1. There are no background/supporting papers.

Report author: (Aimee Reed, Information Futures programme SRO, 020 7161 4465)

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 [COMMERCIAL]

Part 2 of Information Futures Strategic Outline Business Case is exempt from publication for the following reasons:

- Exempt under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011 (Data Protection Section 43 – Commercial Interests).

The paper will cease to be exempt in September 2022.