

DMPC Decision – PCD 610

Title: Information Futures Programme Outline Business Case

Executive Summary:

Having successfully delivered Tranche 1 of the Information Futures programme with agile delivery methods, this OBC continues the narrative by focusing on building the Data Office. The rationale and case for change remains consistent with the drivers for change set out in the approved SOC.

MPS will address these issues by:

- Modernising our existing Data Governance and Analytics & Reporting functions – by investing in our people through skill acquisition and structured career development plans; and
- Setting up our Data Office function including our Data Innovation & Analytics Laboratory (MetDIAL) by introducing new data capabilities and mitigating our data compliance liabilities.

The case is built around modernising existing data capabilities, introducing new ones, making the organisation structures and people more efficient to provide excellence in operational compliance, improve policing performance and innovate with data to garner public engagement and trust.

Implementing this tranche will require funding of £3.4m revenue in 2019/20 funded from the Data Analytics reserve and the future years additional revenue costs of £3.9m from 2020/21 to be funded from Corporate Services budgets.

The next phase of the data enabling technologies to deliver the future data and digital capabilities will require capital costs of £0.8m to complete a detailed requirements gathering exercise to be funded from the MOPAC approved capital plan.

Recommendation:

The Deputy Mayor for Policing and Crime is recommended to:

- (1) Approve the Information Futures programme to progress to Tranche 2 (Continue, Embed & Optimise) of delivery in line with the vision, scope and anticipated benefits.
- (2) Approve the costs to deliver Tranche 2 of the Information Futures programme: revenue costs in 2019/20 of £3.4m funded from the Data Analytics reserve followed by ongoing costs of £3.9m to be funded from Corporate Services budgets, and capital costs of £0.8m fully funded in the MOPAC approved capital plan..
- (3) Approve the competitively tendered procurement of specialist resources to support delivery of the next tranche of the programme.

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

Spive Under

Date

19/7/19

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

1. Introduction and background

- 1.1. 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 its global reputation for excellence and expertise in policing.
- 1.2. The Information Futures programme is the vehicle through which it will achieve this ambition. The programme will provide an enterprise-wide approach to data quality, compliance, management and analytical insight. The MPS 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.
- 1.3. The Information Futures (IF) Programme delivers the data capabilities that make a mature and comprehensive performance framework happen by providing the right data to manage and monitor organisational effectiveness against all pillars of the Met Direction strategy.
- 1.4. The vision for the Information Futures programme is that data will be at the heart of what the MPS does, helping its 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 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.

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 ICO, and meeting new challenges presented by changing data legislation. Through the IF programme its 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 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.

- 2.4. MPS recognise that consistency in the application of data ethics needs to be improved and matured very quickly. Within the proposed Data Office, there will be a Data Ethics Lead supported by 2 Data Ethics Officers. They will be responsible for ensuring that all data users across the Met are aware of their ethical boundaries in terms of how data is collected, stored and shared, due to the sensitive nature of the data stored.
- 2.5. They will also be accountable for setting a best-practise framework for data usage and alongside the data policies lead, will look to embed this best-practice framework and will be responsible for coordinating the Met's response to any breaches.

3. Financial Comments

- 3.1. Initial revenue costs of £3.4m will be funded from the Data Analytics reserve and an ongoing revenue requirement of £3.9m p.a. will be funded from Corporate Services budgets, to implement the detailed design of the required people, organisational, process and technology changes.
- 3.2. Capital costs of £0.8m to complete a detailed requirements gathering exercise for the data enabling technologies (Master Data Management, Enterprise Search and Analytics & Reporting) will be funded from the MOPAC approved capital plan.

4. Legal Comments

- 4.1. 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 IF initiatives at all stages.
- 4.2. The Mayor's Office for Policing and Crime (MOPAC) is a contracting authority as defined in the Public Contracts Regulations 2015 (the Regulations). Awards of public contracts for goods and/or services valued at £181,302 or above must be procured in accordance with the Regulations. The contract for goods and services will be procured in accordance with the Public Contracts Regulations 2015.
- 4.3. 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 and above.
- 4.4. Paragraph 4.13 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime (DMPC) has delegated authority to approve the procurement strategy for all revenue and capital contracts of a total value of £500,000 or above.

5. Commercial Issues

- 5.1. This paper requests approval of funding to initiate procurement and award 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. GDPR and Data Privacy

- 6.1. 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.
- 6.2. 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.
- 6.3. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the programme/project meets its compliance requirements.
- 6.4. A DPIA has been completed for this programme. The programme will ensure a privacy by design approach, which will allow the MPS to find and fix problems at the early stages of any project, ensuring compliance with GDPR. DPIAs support the accountability principle, as they will ensure the MPS complies with the requirements of GDPR and they demonstrate that appropriate measures have been taken to ensure compliance.
- 6.5. The nature, purpose and design of the Data Office has been established to generate the capacity and capability to meet our statutory responsibilities under a wide range of legislation pertaining to data, or the use of data via authority to use Police tactics and techniques (e.g. RIPA). This shows our commitment to improving the oversight and effort the public wish to see in the way we collect, manage and utilize the information we control. In turn, this will unlock our ability to have a far more open, transparent and timely data service to the public and our partners (e.g. improved data sharing, broader publication of data and statistics relating to police activity)

7. Equality Comments

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

8. Background/supporting papers

- 8.1. 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	Tick to confirm statement (✓)
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 The proposal is in keeping with the GLA Group Responsible Procurement Policy.	✓
GDPR/Data Privacy <ul style="list-style-type: none"> • GDPR compliance issues are covered in the body of the 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.	✓

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

18/7/19



MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME**MOPAC Investment Advisory Board [18/07/19]****Report by Aimee Reed on behalf the Chief of Corporate Services**

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

EXECUTIVE SUMMARY

Having successfully delivered Tranche 1 of the Information Futures programme with agile delivery methods, this OBC continues the narrative by focusing on building the Data Office. The rationale and case for change remains consistent with the drivers for change set out in the approved SOC.

MPS will address these issues by:

- Modernising our existing Data Governance and Analytics & Reporting functions – by investing in our people through skill acquisition and structured career development plans; and
- Setting up our Data Office function including our Data Innovation & Analytics Laboratory (MetDIAL) by introducing new data capabilities and mitigating our data compliance liabilities.

We recognise that investing in technology alone without upskilling our people will not deliver success. Our case is built around modernising our existing data capabilities, introducing new ones, making our organisation structures and people more efficient to provide excellence in operational compliance, improve policing performance and innovate with data to garner public engagement and trust.

Implementing this tranche will require funding of £3.4m revenue in 2019/20 funded from the Data Analytics reserve and the future years additional revenue costs of £3.9m from 2020/21 to be funded from Corporate Services budgets.

The next phase of the data enabling technologies to deliver the future data and digital capabilities will require capital costs of £0.8m to complete a detailed requirements gathering exercise to be funded from the MOPAC approved capital plan.

Recommendations

2. The Deputy Mayor for Policing & Crime, via the Investment, Advisory &

Monitoring (IAM) meeting, is asked to:

- **Approve the Information Futures programme to progress to Tranche 2 (Continue, Embed & Optimise) of delivery in line with the vision, scope and anticipated benefits presented in this OBC**
- **Approve the costs to deliver Tranche 2 of the Information Futures programme: revenue costs in 2019/20 of £3.4m funded from the Data Analytics reserve followed by ongoing costs of £3.9m to be funded from Corporate Services budgets, and capital costs of £0.8m fully funded in the MOPAC approved capital plan.**
- **Approve the competitively tendered procurement of specialist resources to support delivery of the next tranche of the programme.**

Time sensitivity

3. A decision is required from the Deputy Mayor by 29/07/2019. This is because the Information Futures programme is a critical enabler of the release of benefits from other transformation programmes. Resources must be engaged in September 2019 to implement the design of the Data Office and start the sustainable transfer of skills and capabilities to MPS staff, so we can seize the opportunities that data and digital technologies present.
4. An expeditious decision would also enable the MPS to address current issues, and anticipated risks of maintaining the status quo, relating to data management and action.
5. Three Enforcement Notices from the ICO and a desire to build in data governance which includes a clear and consistent ethical framework for the use of data and digital technologies is an imperative for the organisation.

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

6. Introduction and background

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

- g. The Information Futures (IF) Programme delivers the data capabilities that make a mature and comprehensive performance framework happen by providing the right data to manage and monitor organisational effectiveness against all pillars of the Met Direction strategy.
- h. 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
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7. Issues for consideration

- a. 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.
- b. 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.
- c. 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.
- d. MPS recognise that consistency in the application of data ethics needs to be improved and matured very quickly. Within the proposed Data Office, there will be a Data Ethics Lead supported by 2 Data Ethics Officers. They will be responsible for ensuring that all data users across the Met are aware of their ethical boundaries in terms of how data is collected, stored and shared, due to the sensitive nature of the data stored.
- e. They will also be accountable for setting a best-practise framework for data usage and alongside the data policies lead, will look to embed this best-practice framework and will be responsible for coordinating the Met's response to any breaches.

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

- a. 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.

9. Financial, Commercial and Procurement Comments

1. The immediate funding request is:
 - a. funding of £3.4m revenue from the Data Analytics reserve and an ongoing revenue requirement of £3.9m p.a. funded from Corporate Services budgets to implement the detailed design of the required people, organisational, process and technology changes.
 - b. Funding of £0.8m capital to complete a detailed requirements gathering exercise for the data enabling technologies (Master Data Management, Enterprise Search and Analytics & Reporting) to be funded from the MOPAC approved capital plan.
 - c. 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.

10. Legal Comments

- a. 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 IF initiatives at all stages.
- b. The Mayor's Office for Policing and Crime (MOPAC) is a contracting authority as defined in the Public Contracts Regulations 2015 (the Regulations). Awards of public contracts for goods and/or services valued at £181,302 or above must be procured in accordance with the Regulations. The contract for goods and services will be procured in accordance with the Public Contracts Regulations 2015.
- c. 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 and above.
- d. Paragraph 4.13 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime (DMPC) has

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

delegated authority to approve the procurement strategy for all revenue and capital contracts of a total value of £500,000 or above.

11. Equality Comments

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

12. Privacy Comments

- a) 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.
- b) 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.
- c) The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the programme/project meets its compliance requirements.
- d) A DPIA has been completed for this programme. The programme will ensure a privacy by design approach, which will allow the MPS to find and fix problems at the early stages of any project, ensuring compliance with GDPR. DPIAs support the accountability principle, as they will ensure the MPS complies with the requirements of GDPR and they demonstrate that appropriate measures have been taken to ensure compliance.
- e) The nature, purpose and design of the Data Office has been established to generate the capacity and capability to meet our statutory responsibilities under a wide range of legislation pertaining to data, or the use of data via authority to use Police tactics and techniques (e.g. RIPA). This shows our commitment to improving the oversight and effort the public wish to see in the way we collect, manage and utilize the information we control. In turn, this will unlock our ability to have a far more open, transparent and timely data service to the public and our partners (e.g. improved data sharing, broader publication of data and statistics relating to police activity)

13. Real Estate Implications

- a. At this stage of the programme no material real estate impacts have been identified resulting from Information Futures proposals.

14. Environmental Implications

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

15. Background/supporting papers

- a. 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 2023.