LONDONASSEMBLY

Budget and Performance Committee

Smart policing

How the Metropolitan Police Service can make better use of technology

August 2013

Budget and Performance Committee Members

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Role of the Budget and Performance Committee

The Budget and Performance Committee scrutinises the Mayor's annual budget proposals and holds the Mayor and his staff to account for financial decisions and performance at the GLA. The Committee takes into account in its investigations the cross cutting themes of: the health of persons in Greater London; the achievement of sustainable development in the United Kingdom; and the promotion of opportunity.

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Chairman's foreword

Like any other organisation the Met is completely reliant on technology to function. And as technology develops, this dependence is set to grow further.

Every year the Met spends around £250 million on running its ICT, most of which goes on maintaining out-of-date, ineffective and overly-expensive systems. This report is all about how the Met can get 'more bang for its buck', and provide its officers and staff with the right technology to make London safer while cutting the amount they spend on it.

This is important because poor ICT systems prevent police officers from getting on with their jobs. It is not acceptable that it can take officers up to 30 minutes to log on to a computer. And having to re-enter the same information in ten different systems wastes time and creates opportunities for error.

Putting this another way, a better ICT system will raise police productivity – so that the same amount of work could be done by fewer officers or more by the current number of officers. This is significant because in London the debate has focused repeatedly on police numbers, rather than on police productivity, at a time when numbers elsewhere are being cut. And judicious investment in technology can raise productivity greatly, as examples from elsewhere show.

Tablet and smartphone technology is commonly available and relatively cheap. Many Londoners now have smartphones in their pockets, giving instant access to travel information, bar and restaurant reviews, news and much more. Yet a police officer has to radio back to base to find out simple background information about, for example, previous crime reports or information about particular suspects. It seems incredible that officers have this modern technology at home yet when they arrive at work they take a step back in time.

Similarly, social media is a cheap and effective way for officers to communicate with the public – putting out calls for evidence and interacting with the community. The MPS helicopters' hugely popular @MPSinthesky Twitter account – with over 50,000 followers – is a prime example of the sort of thing officers across the capital could be doing, given the right guidance and support.

Furthermore, predictive policing techniques are useful tools to help officers target crime and allocate resources effectively. Results from the UK and abroad show they work in bringing down crime, and through this raising both productivity and community assurance. But when will we see these techniques used across London?

In addition to finding useful new ways of working, we would also like to see the Met collaborating more widely with other police forces – and with London's fire and ambulance services – to share technology and expertise.

Throughout our investigation the Met has been constructive and open in its approach to the Committee and seems to recognise the scale of the challenge it faces. The force's new ICT strategy, expected later this year, provides a vital opportunity to make a step change in its approach to technology and we are encouraged by what we have heard so far.

But given the current position the Met finds itself in – with poor technology and shrinking budgets – implementing the strategy successfully will be difficult and unnecessary delays must be avoided. The Committee will maintain a watchful eye over the next few years as the Met seeks to meet this challenge.

Lastly, I would like to thank all those, particularly from outside the GLA family, who have contributed to this investigation, and express my gratitude to my committee colleagues and staff for their work throughout.

John Biggs AM
Chairman of the Budget and Performance Committee

Executive Summary

The Metropolitan Police Service faces a huge challenge. It urgently needs better information and communication technology (ICT); and it must reduce its spending on it.

The problem is complex. The Met's current ICT is out-of-date, ineffective and expensive to maintain. The force has not had a coherent ICT strategy for years and senior leadership in this area has been lacking. The Met spends a lot of money on ICT, but most of it goes on maintaining old systems, rather than investing in new technology. Consequently, police officers lack the technology to do their jobs as productively and effectively as they could. Crime is higher as a result.

The correct balance between saving and investing will not be straightforward but is essential. Our evidence shows that the Met spends too much on running its ICT; savings should be achievable. But significant investment in new technology will also be needed to find further savings and meet other policing objectives such as reducing crime, supporting victims and improving public confidence in the police. And it is not yet clear how any new investment will be funded. The Mayor's Office of Policing and Crime (MOPAC) favours using the proceeds from estate disposals rather than borrowing, but this approach has risks – not least the timing and value of receipts.

The Met understands the scale of these problems. Its proposed plans to solve them are reasonable: our investigation found that better use of technology can make police officers more effective; reduce costs and crime; and increase public confidence. New technologies offer significant opportunities: mobile technology allows officers to spend more time on the beat; social media presents a cheap and effective platform for police officers to reach out to communities; and predictive crime mapping has proven to be effective at reducing crime. With better technology in the future, the Met could maintain or improve its policing capacity at the same time as reducing costs, potentially by having fewer officers and/or back-office staff.

Given the current state of its technology and the budgetary pressures it faces – with further funding reductions announced in the 2013 Spending Round – the Met cannot afford to get its new ICT strategy wrong. The force must think carefully as it seeks to use new technologies: it must consider changing working practices; proper training will be essential; and new technologies must be implemented with great care, or they risk

being ineffective. We also have concerns about the capability of the Met's Directorate of Information.

MOPAC has a key role to play in helping the Met meet these challenges. It can identify the key risks in delivering a successful ICT strategy and oversee the force's responses to those risks. It can also ensure that the Met collaborates with other bodies, such as other police forces and London's fire and ambulance services, as it develops new technology – the Mayor also has a strategic role to ensure the emergency services work closely together. But, 18 months after its establishment, MOPAC still has crucial vacancies, including the director responsible for overseeing the Met's ICT. We are not convinced that MOPAC currently has the necessary level of expertise to fulfil its role, which is all the more critical given that the national landscape for steering police technology has changed: the new Police ICT Company will not be properly up and running to help the Met until later this year.

This report sets out the scale of the challenges the Met faces, and makes recommendations on how the Met and MOPAC can meet them. The Committee shall explore the progress made in implementing the strategy and making savings from its technology budget over the coming years.

1. The current state of technology at the Metropolitan Police Service

Key points

The Met does not use technology as well as it could. It has built up its current provision over a number of years without a coherent strategy. Crime is higher as a result and criminals with smart phones often have better technology than London's police officers.

The Committee is concerned that the Met lacks adequate support and oversight in improving its use of ICT. The Met's Directorate of Information (DoI) has a key role to play in helping the force implement an effective ICT strategy; but it lacks capacity and capability. And the Mayor's Office for Policing and Crime (MOPAC), which should be ensuring its oversight of the Met's new ICT strategy is robust, currently lacks a director to be responsible for this task.

1.1 Technology is a vital resource for police forces. From recording crimes to communicating with the public, the police's work relies heavily on its ICT systems.

1.2 But technology is not currently used in a way that supports frontline police officers.[1] In 2012, Her Majesty's Inspectorate of Constabulary (HMIC) undertook a study of how police officers in six forces use technology in the field.[2] They found that of the 19 basic technology operating systems now required by a constable to carry out frontline roles away from police stations, only one – mobile telephony – was consistently available and even that was not always effective. Even in forces with good technology, officers were not using technology properly.[3]

1.3 Back-office systems are also a problem. Industry representatives told the Committee that police forces spend too much on ICT.[4] Forces tend to go straight to a technology solution before working out the problem that they are trying to solve.[5] And rather than exploiting the ICT capabilities they already have first, police forces tend to buy new technologies and incorporate them with their existing systems – sometimes unsuccessfully.[6]

Technology at the Met

1.4 The Met's technology is ageing and has not kept up with developments in ICT. The force has over 750 systems that have been wired together over the last 40 years; one core operating system dates back to a 1970s baggage handling system. Police officers are inhibited by the force's ICT as they carry out their day-to-day duties. Until recently, it often took officers 30 minutes to log on to a computer.[7]

1.5 The Met's employees think that technology is holding them back. In 2012, the force commissioned Deloitte to undertake a review of the Met's technology. Deloitte surveyed over 200 police officers and 100 civilian staff at the Met; it consistently found that staff experience technology related performance issues.[8] And due to the fragmented ICT systems at the Met, officers are not as effective and productive as they could be. The Met told the Committee that 'if an officer is dealing with a crime from start to finish in terms of arrest and putting a file together, they will input the names of both the suspect and the victim 10 or 12 times'.[9]

1.6 These existing systems are approaching obsolescence so the situation could get even worse. Currently, 70 per cent of the services' ICT systems are redundant. This is expected to increase to 90 per cent by 2015. Maintaining these elderly systems is expensive: the Met spends 85 per cent of its ICT budget 'keeping the lights on', rather than supporting the frontline with modern technology and improving public access.[10]

Organisational issues

1.7 Senior leadership has been lacking in the past. The Met told the Committee that historically the force and the Metropolitan Police Authority (MPA) have not successfully implemented their long-term technology strategies.[11] MOPAC added that the senior management team at the Met has not taken ownership of its technology function.[12]

1.8 It is clear that the Met's technology department – the Directorate of Information (DoI) – is still not making technology work for police officers. Deloitte found that there were significant gaps in the DoI's capability and capacity to provide a 'partner' role to the rest of the Met.[13] As a 'partner', the DoI would constructively engage with the rest of the Met in designing and implementing its strategy. Instead, the DoI increasingly provides a 'supplier' role, simply doing what the rest of the Met tells it to do. The Met recognises that the DoI is not organised in the right way, with the right skills; it also acknowledges that it needs to train and develop current staff, and possibly bring in new people.[14]

1.9 This situation may be difficult to rectify because the DoI has lost skilled staff and may continue to do so. The Met's Voluntary Exit programme has led to top staff leaving to take jobs in industry.[15] And the Mayor's priority for cutting civilian staff to protect officer numbers may mean that other skilled DoI staff leave the Met; the force as a whole may be less effective as a result. The Committee has previously recommended that skilled civilian staff can often undertake roles more effectively or cheaply than warranted officers could.[16] A lack of expertise in the DoI may have costly implications in the future.

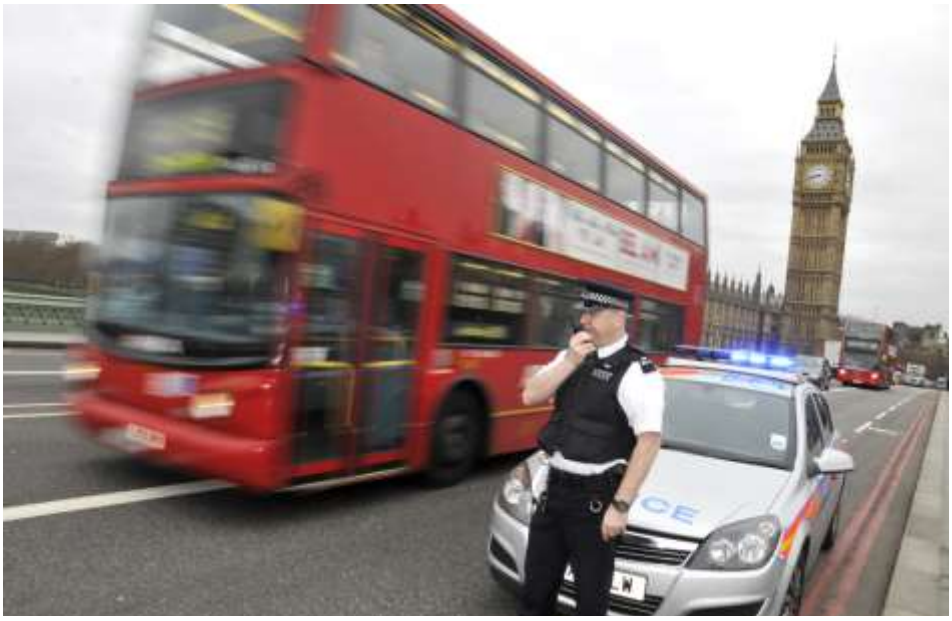
1.10 We are also concerned that oversight is currently lacking. MOPAC told the Committee that it is recruiting for the director role that will oversee the Met's ICT; the Deputy Mayor for Policing and Crime is taking the lead role in the meantime.[17] Given that MOPAC has the Met's ICT rated as 'red' on its risk register, it urgently needs to implement an effective management structure for oversight in this area.[18]

The impact of poor technology

1.11 Police officer time spent logging on to computers or re-entering data into different systems is time that could be spent on the beat tackling crime. Currently, officers are deployed without having access to the information that the Met has on the activity of criminals. And they are unable to communicate as effectively as they could with the public and businesses. HMIC told the Committee: 'if you have good technology and you are more preventive, crime goes down'.[19] The Met's poor technology means crime is higher than it could be.

1.12 The Met also faces a challenge in regaining an operational advantage over criminals. Criminals using commonly available smart phones may have better technology than officers, as demonstrated by the 2011 riots. Currently, a parallel ICT infrastructure is in place at the Met: police officers use their personal smartphones since these can be more effective at helping them do their jobs than the kit provided to them.[20]

1.13 And cyber-crime presents a new threat. Experts believe police and law enforcement agencies are having to rethink the basic skills they need to do their jobs due to the rise in cyber threats.[21] The Home Affairs Select Committee recently warned that the UK is losing the fight against internet crime.[22] The Met's technology needs to be suited for the challenges it will face in the future.



Source: Metropolitan Police Service

A new ICT strategy for the Met

1.14 The Met is attempting to address its ICT problems. It has conducted a root-and-branch review of what technology it needs to meet its policing objectives, and is developing a new ICT strategy. The force has highlighted two key themes in its new approach to technology: enabling officers to work more remotely; and better exploiting the data that the Met has. The force seeks to have inter-linked systems to avoid duplication of work and to provide officers with real-time information in the field. The Met Info Tech group – chaired by Assistant Commissioner Mark Rowley – is producing the new strategy and reporting directly to the Met's Management Board. This is encouraging: a lack of senior management buy-in to technology strategies has contributed to their failures in the past.

1.15 However, the Met, and the DoI in particular, faces significant challenges. While other public sector bodies are grappling with similar ICT issues, the force acknowledges that they have yet to solve them: 'we do not see anybody who has really made the massive jump and got to where we need to get to in terms of the way we use and exploit our information'.[23] The Met must make this step: the changes to technology it proposes will be a significant enabling factor in realising the overall Met savings target.[24] It cannot afford to get its new ICT strategy wrong.

1.16 The Met is taking longer than it originally anticipated to develop its new ICT strategy. In December 2012, the force explained it was reviewing its technology as part of a '100 day plan'.[25] In April 2013, it informed the Committee that it would complete its new ICT strategy in July 2013;[26] now it anticipates the strategy to be finalised in October or November of this year.[27] Given the scale of change it requires, the Met must move from developing to implementing its new ICT strategy as soon as possible.

Recommendation 1

In light of the concerns that Deloitte raised about the capacity and capability of the Met's Directorate of Information (DoI), MOPAC should satisfy itself that the DoI has the skills and resources to successfully implement the Met's ICT strategy. If necessary, it should set out the steps needed to make the DoI fit for purpose. MOPAC should provide the Committee with an update on its decisions by the end of November 2013 in its response to the Committee's report.

2. Spending less on Information and Communication Technology

Key points

The Met has an ambitious target: to reduce the running costs of its technology by £60 million within three years. It is right for the Met to target savings in its information and communications technology (ICT) budgets: the force spends proportionately more on technology than other police forces and public bodies. But its savings plans contain significant risks: it is not yet clear how policing will be affected by the cuts. And while it reduces ICT spending, the Met is also reorganising its workforce and rationalising its estate. Effective technology will be more important than ever if the Met is to meet its policing objectives.

At the same time, the Met urgently needs new types of ICT. To get them, the force must engage with industry more effectively, concentrating on the policing outcomes it is trying to achieve, such as reducing crime, supporting victims and improving communication with the public. It should then allow industry to suggest the best ways to achieve those outcomes. The Met's senior leadership understands these issues, but moving to a new generation of ICT will be challenging – not least because new skills will be needed.

The Met should also work with other police forces to deliver a joined-up approach to ICT. And it should collaborate with the London Fire Brigade and the London Ambulance Service. The Mayor has a strategic role to ensure that London's emergency services are working together and developing technology that delivers the highest level of service to Londoners.

Reducing costs: the Met's plans

2.1 The Met faces significant budgetary pressures. Following reductions in central government grant, MOPAC has challenged the force to reduce spending by 20 per cent – around £500 million of its net budget by 2016.[28] And following the 2013 Spending Round, further budget reductions are likely.

2.2 The force spends a lot on the day-to-day running costs of its technology. The Directorate of Information's (DoI) revenue budget in 2012-13 was £200 million and the Met spends a further £50 million on ICT in other departments.[29] Around six per cent of the Met's overall running costs are technology-related.[30]

2.3 Similarly sized organisations spend less on ICT. Deloitte, in its review of the Met's technology, benchmarked the Met against comparable public sector organisations. It found that the Met had a 'medium to high' level of technology spend compared to other organisations; the review also highlighted that the Met does not appear to be achieving a corresponding 'medium to high' level of value for its investment.[31]

2.4 Other indicators also support Deloitte's findings. HMIC collects and compares data on different types of expenditure by police forces in England and Wales. In 2012-13, the Met spent £24 per head of its population on ICT; comparable forces spent £12 per head.[32] (This difference is partly attributable to the Met's national responsibilities, such as leading on counter terrorism.)

2.5 The Met intends to reduce its ICT running costs. Assistant Commissioner Mark Rowley told the Committee: 'we are now in a situation where we cannot justify spending well above average on technology, particularly when as a big organisation we should get economies of scale'.[33]

2.6 The force's savings plans are ambitious but realistic. By 2015-16, the DoI budget will decrease from £200 million to £140 million; a 30 per cent fall.[34] The scale of these savings appears to be achievable: experts told the Committee that police forces have significant scope to reduce their ICT spending.[35]

2.7 However, the Committee is concerned about the impact of the Met's savings plans on the service the force provides to Londoners. In April 2013, the Met provided the Committee with its plans to reduce the DoI's budget. Potential savings initiatives included reducing service levels in the Met's core ICT contracts; rationalising and closing data centres; and increasing call waiting times at internal service desks.[36] But the Met did not appear to have assessed the impact of its proposed savings on the ability of officers to undertake their work. The plans also highlighted uncertainty over the level of investment needed to deliver the budgetary savings. Assistant Commissioner Mark Rowley told the Committee that

reducing revenue spending by £60 million would bring the Met's technology costs in line with other forces; he added that the public would not receive a diminished service as a result.[37] But it remains unclear how specific cost reductions will affect the performance of the Met.

2.8 The Met is reducing its ICT spending while implementing other significant changes. Through the Met Change Programme, the Met is changing how it delivers services to the public: a new policing model is being implemented. And the MOPAC/MPS estates strategy is reducing the size of the estate by around one-third. Better use of technology is highlighted as a reason for needing fewer buildings.[38]

2.9 There is a risk that the Met's technology function is being cut just at the moment when it is becoming an increasingly vital component for achieving broader service reform. The Association of Chief Police Officers (ACPO) highlighted to us that technology spending can benefit other police force savings programmes: 'if we spend what we are already spending accurately, we could use it to leverage savings elsewhere in our budgets'.[39]

Getting better value from ICT contracts

2.10 Most of the Met's technology spending is on ICT contracts. Its largest contract – with Capgemini – costs around £115 million each year; almost 60 per cent of the annual DoI revenue budget.[40]

Source: Metropolitan Police Service

2.11 The force hopes to make savings and improve performance as contracts are renewed. Many of the Met's contracts are due to expire by 2015 and the Met hopes to replace them with cheaper alternatives. The Committee heard that police forces can reduce the cost of ICT and improve the effectiveness of police officers by changing the types of ICT contracts they draw up with suppliers.[41]

2.12 The Met needs to review its contractual arrangements for ICT. In the past, the Met, like other police forces, locked itself into long-term contracts with single suppliers, in the hope of achieving economies of scale. These contracts have not always delivered value for money. The pace of technological change means that police forces should be drawing up short-term contracts in order to benefit from cheaper solutions that emerge from the marketplace. A representative of the industry told us: 'if you do not refresh your technology programmes, certainly on a two or three year basis, you are actually wasting money'.[42]

2.13 New developments in ICT will also alter the types of contracts that the Met needs. In the future, custom-made applications – or apps – will play an important role in police work: the Met believes that app-based technology will be around for the next five or ten years.[43] Apps can be developed to support various work processes. For example, Hampshire Fire and Rescue Service developed an app for staff to book pooled vehicles; it was popular with staff, and made a business process more efficient.[44]

2.14 And 'cloud' based technology – where servers are contracted on 'pay-as-you-use' basis – can help police forces organise their ICT more cheaply. Cloud technology is commonly used in the private sector and in some public sector organisations such as the Ministry of Defence. An industry representative told the Committee that 'cloud technology is the future'.[45] If it adopted this approach, the Met would pay an external IT contractor to host its data, removing the need to buy, operate and maintain its own servers.

2.15 New ICT contracts should have three key features. They should be flexible: the cost of technology will decrease year-on-year. Good contracts also have break points; these would enable the Met to re-assess what technology is available on the market to ensure it gets the best deal. And by 'future-proofing' contracts, the Met – and not just its ICT suppliers – could also benefit from new developments in technology.

Improving procurement: focusing on outcomes

2.16 The Met also needs to change the way it buys ICT. The Committee heard that to secure the best value from its ICT, police forces should procure outcomes: forces should specify what they want officers to be able to do, rather than particular types of technology or ICT services they think they need. It is then up to the marketplace to come up with a solution; this may or may not involve new technology. A former Assistant Commissioner at the Met told the Committee: 'I think the police are not in the business of buying technology anymore; they are in the business of buying outcomes that they share with their partners; they share some risks, and the partner is tied in to delivering outcomes'.[46]

2.17 Senior leaders recognise these changes. The Met's interim director of information told the Committee that the force is moving towards outcome-based procurement, where suppliers have incentives to make technology deliver results for the force and also share risks.[47] He also explained that the Met no longer requires long-term, large-scale contracts; and that it will seek to 'future-proof' technology in its new contracts as much as possible.

2.18 But improving contract procurement and management requires the right skill sets, which the Met may not have. Deloitte found that it was not clear whether the Met is currently using the 'full set of commercial levers' available to ensure appropriate supplier performance.[48] The Met accepted this finding: 'I think we have not necessarily managed the [existing ICT] contracts that effectively because we do not always have the technical skills to understand what the suppliers are charging us for or telling us what the costs are'.[49] Without the right capabilities, there is a risk that the Met will not achieve better value for money from its ICT contracts in the future than it has done in the past.

Working with industry

2.19 The Met needs to move away from bespoke ICT solutions. These are often expensive to buy, costly to maintain and difficult to upgrade. It should avoid reinventing the wheel: we found that most ICT solutions police forces require are already available on the market.[50]

2.20 But police forces tend not to engage well with industry. The Met will need to do so more effectively if it is to take advantage of 'off-the-shelf' technologies. ACPO told the Committee that forces are 'absolutely paranoid' about talking to industry for fear of breaking procurement rules.[51] This makes it difficult for police forces to develop innovative

solutions with the help of industry before the procurement process begins.[52] Industry representatives told us that forces do not have the right model for engaging with industry; they often buy 'shiny toys and sexy gadgets' ill-suited to meeting the requirements of police officers.[53]

2.21 The police can learn from other sectors. HMIC highlighted the success of the Ministry of Defence in developing Niteworks: a body it uses to collaborate with industry.[54] Niteworks allows industry representatives and frontline professionals to develop new solutions together in a non-competitive space. The companies gain from doing research and development; the military gains from soldiers providing input to the design of new products. And after new solutions have been developed, the procurement process is clearer and cheaper. HMIC pointed out that a similar model could be developed by police forces.

Case study: Niteworks – Improving collaboration between the MOD and industry[55]

The Ministry of Defence (MOD) established Niteworks in 2003. It is an MOD and pan-industry partnership, which is governed and funded by the MOD. It works across both the MOD and industry to analyse problems, examine options and reduce risk, helping the MOD to make better, faster and more informed decisions and, ultimately, enable the delivery of solutions to make the soldier more effective on the front line. Niteworks operates in a way which permits the MOD to access the full range of expertise without individual company bias. The breadth of the partnership (12 core partner companies and over 100 associate companies) avoids narrow solutions, and a collaborative approach to working with stakeholders ensures that the right operational and technical expertise is employed on each project.

2.22 Small and Medium Enterprises (SMEs) could benefit from such a model. They are often a key source of innovative solutions – such as apps – for police forces, but often find it difficult to enter the market place.[56] An industry representative told us: 'a lot of the real sharp innovation and business process innovation…comes from the SME community. If the procurement process is not friendly to the SME community you will not get that innovation coming through'.[57] Currently, the procurement process for the police is too expensive for many SMEs. But ACPO told the Committee that police forces could require big companies to incorporate SMEs as part of their delivery.[58] The London Enterprise Panel aims to increase the number of SMEs that access government procured contracts;[59] MOPAC should be encouraging and helping the Met to use SMEs where possible.

Finding better ICT solutions: the Police ICT Company

2.23 The new Police ICT Company could perform a similar role to Niteworks for police forces in England and Wales. In 2012, the Home Secretary announced the creation of the company to offer forces a route to better services and secure greater value for money from their ICT spend.[60] HMIC told the Committee that the new company has the potential to help police forces by developing new solutions, in addition to assisting forces with their procurement.[61] But the Met anticipate that the Police ICT Company's role will not include developing ICT solutions, and will instead focus on setting common standards for suppliers.[62]

2.24 Regardless of the role that the Police ICT Company may take, its arrival could be too late to benefit the Met. The company is not yet fully operational and Members of Parliament have criticised the slow progress made in the last two years.[63] The Met intends to use the company 'if they can get themselves running quickly enough over the next few months'.[64] If not, it will carry on without them.

2.25 There is a role for MOPAC. It has already committed to leading technology development and innovation through the new Police ICT Company.[65] The Deputy Mayor for Policing and Crime should use his role on the board of the Police ICT Company to ensure that the Company prioritises this role, as well as reducing the costs of procurement for police forces.

Collaborating with public sector bodies

2.26 The Met should collaborate widely with other bodies. The Chief Inspector of Constabulary recently indicated that police forces should not act independently: 'however big a force may be, it has neighbours, and offenders of course do not respect police force boundaries. Interoperability and the absolute minimum of interfaces are essential to efficiency and effectiveness, and it is my view that a police force which takes an isolationist view is not operating efficiently'.[66]

2.27 The Met's ICT requirements are not unique among police forces. It has found itself using expensive-to-run ICT systems because, in the past, it believed its size set it apart from other forces. This view is changing: ACPO told the Committee that for the first time the Met has recognised its ICT needs are 'not different to other police forces'.[67] The Met indicated that it talked to other forces as it developed its new approach to technology,[68] and the force intends to 'seek collaboration opportunities' that support its objectives.[69] But it is not yet clear whether it intends to use the same ICT as other police forces.

Source: Metropolitan Police Service

2.28 The Met should use technology that is interoperable between forces. It should also collaborate with other police forces to develop shared ICT solutions; doing so will reduce the cost of technology across the police service and improve performance.

2.29 The Met should also work with London's other emergency services as it develops its ICT. The London Assembly has previously encouraged the emergency services to work together to improve digital communication between the services.[70] The Met is not engaging with London's other emergency services as it develops its new technology plans. It told the Committee that because the Met is bigger than London's other blue light services, these bodies may have to accept whatever solutions the Met opts for.[71] There is a risk that the Met, the London Fire Brigade and the London Ambulance Service will develop technologies independently of each other.

2.30 Industry experts have recently highlighted that 4G broadband is the future for emergency services communications.[72] 4G may a suitable replacement for police services when the current Airwave contract expires in 2016. The London Ambulance Service has suggested it may be possible for emergency services in London to pool resources and develop a shared 4G service; New York already has a similar arrangement in place.[73] The Mayor has a strategic role to ensure that London's emergency services are taking a joined-up approach to ICT.

Recommendation 2

The Met, in its response to the Committee's report, should:

- **provide more detail on its plans to reduce the ICT budget by £60 million, including the expected impact on operational performance;**
- **identify the risks associated with the savings plans, and set out how it proposes to manage these risks; and**
- **explain how it intends to ensure the Met engages with other forces, public bodies and industry – including SMEs – as it designs and implements new technology.**

Recommendation 3

MOPAC, in its response to the Committee's report, should explain how it is using its role on the board of the Police ICT Company to benefit the Met.

Recommendation 4

The Mayor, in his response to the Committee's report, should explain what action he has taken over the last year to ensure London's emergency services are collaborating as they develop new technologies, and what he intends to do by 2015.

3. Making the most of new technology

Key points

The Met's policing priorities – reducing crime, improving confidence and supporting victims – should determine which technology the force chooses. New technologies could transform the way that police officers work, while also contributing to major budgetary savings.

Technology develops fast. Mobile devices now allow officers to access information on the beat. In the health sector, the Ambulance Service has fewer, more highly skilled staff well equipped with mobile technology; the police could embrace a similar model. Social media is an increasingly important – and cost-effective – tool for managing high-profile incidents, gathering intelligence and interacting with the public. And predictive crime mapping offers new opportunities to reduce crime and better deploy police officers.

The Met must also consider how new technologies are perceived, by both officers and the public. Surveillance technologies, such as drones and facial recognition technology, can be highly effective; but they also raise ethical considerations around proportionality, privacy and civil liberties. Additionally, the Met will need to work carefully with officers to implement new ways of working: training, supervision and cultural considerations are all as important as the technology itself.

As technology allows the Met to collect more data, the force faces a challenge in making that data useful to police officers. Officers spending more time working out of the office require stronger back-office support. Addressing this challenge will require significant up-front investment: MOPAC and the Met must urgently determine what resources are available.

3.1 New technology solutions should support broader policing objectives. The Met needs to reduce costs; but it also has targets to reduce crime and increase public confidence.[74] The force's ICT should also be developed with these other priorities in mind. The Met appears to be taking a joined-up approach; it told the Committee that its ICT strategy is being developed by understanding its 'business needs'.[75] Increasing officer mobility – which enables officers to perform routine tasks using

mobile devices while on the beat – fits in with the aim of increasing officer visibility. Social media could help officers interact with the public and improve confidence in the communities they serve. And new technologies – such as predictive crime mapping, body cameras and facial recognition software – offer the potential to reduce crime.

Implementing mobile technology

3.2 If officers have mobile devices – such as tablets or smartphones – they will be able to work more efficiently. Rather than filling in forms a number of times, officers could complete tasks once and submit information back to central systems remotely. They could also have access to more information while on the beat, enabling them to make better decisions. For example, when officers patrol a street, they could be alerted to properties where someone has broken a curfew, or to a pattern of repeated anti-social behaviour at a certain time of the night. Additionally, more time spent away from the office both reduces the Met's need for office space – a key part of the MOPAC/MPS estates strategy – and increases officer visibility to the public. Assistant Commissioner Mark Rowley gave an example of how mobile technology can also provide a better service to the public:

> 'We know that the resolve of victims in domestic violence can fade away very quickly for a whole range of complicated reasons. If [officers] are able then and there to take a statement, and photograph it [using a mobile device] so your evidence capture at the start is much stronger, your chance then with the offender of pushing through with that is much greater'.[76]

3.3 The Met already uses mobile technology but on a limited scale. Currently, its police officers have access to 3,500 personal digital assistants (PDAs). The force has identified benefits from using these devices including better data quality, quicker data capture and greater accessibility to systems such as the Police National Computer.[77] In addition, the Met has benefited from using Automatic Number Plate Recognition (ANPR) technology in recent years. It told the Committee that ANPR makes officers five times more productive in terms of the arrests they make.[78]

3.4 The Met intends to expand its use of mobile technology significantly over the next few years. Earlier this year, media reports indicated that the force was considering rolling out 30,000 new mobile devices in 2013.[79] Assistant Commissioner Mark Rowley told the

Committee that the Met will be looking at procuring around 20,000 mobile devices 'at some stage' – it hopes this will enable officers to use their 'cars as an office' in 2014-15.[80] The force has not developed a formal business case for mobile devices yet, but this number might cost up to £1 million per month to support and maintain.[81] The Met has tested out some new mobile devices and intends to introduce them in phases across London.[82]

Source: Metropolitan Police Service

3.5 But simply providing officers with mobile devices will not guarantee greater efficiencies. The National Audit Office found that the last national roll-out of 41,000 devices to police forces from 2008 to 2011, at a cost of £71 million, did not achieve value for money. Cashable savings from the scheme were minimal; and the impact on officer visibility varied widely across forces.[83]

3.6 The Met will need to implement new technologies carefully to ensure proposed benefits are fully realised. It must find the right device: '[officers] have got to have something that works in bright sunshine and at 3am in the freezing rain with gloves on'.[84] And staff should be consulted about changes to working practices from an early stage. But once the Met has decided on a new process, it must be disciplined in making sure the technology is used by officers as intended; this requires

training and supervision.[85] The force told the Committee that it does not expect training costs from implementing mobile devices to be significant: 'the intention is to do pretty much zero training'.[86] This presents a risk: using tablets or smartphones at work might be straightforward for officers familiar with the technology in their personal lives; but others may struggle to adapt to new ways of working. The Met should recognise that training will be a key part of implementing more mobile ways of working, such as in a car rather than an office. Training costs must be factored into its savings plans.

3.7 As with the introduction of any new ways of working, it will be vital for the Met to monitor progress and learn lessons. This feedback will enable working practices to be refined. In addition, the force will have to eliminate its older paper processes to generate the savings it hopes to achieve.[87] To reduce costs, the challenge for the Met will be to convert time saved by officers into genuine cashable savings.

3.8 The Met could save money if it employed fewer staff with access to better technology. If mobile technology can prevent officers from duplicating data input as the Met anticipates, the force may require fewer back-office staff.

3.9 The force may even be able to meet its objectives with fewer, but better equipped and more intelligently deployed, officers. This could enable it to maintain or improve policing capacity while also reducing costs. The Ambulance Service is an example of an organisation that has reduced its number of operational staff by improving technology. Compared to the 1970s, it now has fewer, more highly skilled, staff, who have technology, intelligence and information 'wrapped around them'.[88] The Met could learn from how other public sector organisations, such as the Ambulance Service, have used technology to make their operations more efficient.

Case study: implementing mobile technology successfully in Leicestershire[89]

Loughborough University assisted the Leicestershire Police with procuring and implementing mobile devices in 2008. In particular, the force wanted to reduce its running costs. The University assessed the tasks that police officers needed to complete on a daily basis. It found that officers were going to a crime scene, filling in a report, coming back to the station, and faxing it to the Criminal Records Bureau who would then enter it on to a computer. The whole process took two to three days. The University considered how the force could implement mobile data terminals so officers could complete these tasks more efficiently.

Leicestershire Police used a multi-faceted approach to ensure devices were rolled out to officers successfully: 'super-users' were enlisted to act as departmental champions; sergeants enforced the new working practices to ensure officers did not revert to old habits; and senior officers were vocal in their support for the new ways of working. The force prioritised training and was sensitive to the fears of some officers who thought they might not be able to cope with the new technology. It also considered cultural changes such as the impact on officers from being outside of the office for greater lengths of time. Quickly resolving technical issues also helped with officer 'buy-in'.

The results were impressive. The force identified £5.2 million of efficiency savings from 2008 to 2011 as a direct result of the new mobile devices. In addition, police visibility increased by 44 per cent, crime reduced by 26 per cent and public confidence doubled to 85 per cent.

Making the best use of social media

3.10 Social media has a vital role to play in the future of policing. It can help forces to manage high-profile incidents or events; provide a useful source of intelligence; and allow officers to interact with local communities in a cost-effective way. But HMIC told the Committee that police forces have been quite slow at developing their use of sites such as Twitter and Facebook.[90] The Met – despite having one of the UK's most popular police Twitter feeds – is no exception.

3.11 Some police forces use social media to great effect during high-profile incidents or events. The Boston Police Department received praise

for its use of social media following the bombings at the April 2013 Boston Marathon. In the immediate aftermath of the attacks, police officers actively engaged with the public via social media to help and offer support to the community; they also used Twitter to share information with the public to help them find suspects. Key to success in Boston was that on the day of the bombings, the police service already had protocols in place so officers knew how to use social media to help handle the situation.[91]

Tweeting in the sky: MPS helicopters

Source: @MPSinthesky

3.12 The Met does now use social media in this kind of way but it needs to go further. While the force acknowledges that social media was the 'Achilles' heel' in the context of the 2011 riots, it has now improved how it uses social media to manage large-scale events and high-profile incidents.[92] Demos found that in the wake of the killing of Drummer Lee Rigby in May 2013, the public used the force's Twitter site to send in vast amounts of information including accusations of criminal activities, requests for information and some reporting of serious events that should have been sent through 999.[93] The issue is how the Met can make best use of this information.

3.13 Social media is also a useful source of intelligence. As HMIC told the Committee, 'people will tweet something that they will not ring the police to tell them'.[94] Some businesses use software to monitor brand recognition on social media; the Met is starting to use these same tools to monitor protests and events planned on the internet.[95]

3.14 Perhaps the greatest benefit to police forces from using social media is the improved contact with the communities they serve. Around

80 per cent of forces now use Facebook and/or Twitter to interact with the public. But social media activity is markedly different across forces.[96] The National Policing Improvement Agency highlighted that forces should engage with – rather than just broadcast to – communities.[97]

3.15 The Met could improve the way it uses social media to interact with local communities. While each borough currently has a Twitter or Facebook account in addition to a central account, individual community officers in the Met generally do not have their own accounts, as is becoming common in other forces. Assistant Commissioner Mark Rowley told the Committee: 'I would like to see us going to that at some stage. In the London environment that is difficult because you are going to get some odd comments; that is the nature of empowering the front line in that way'.[98] But other forces – including Greater Manchester Police (see below) – have managed this risk by putting appropriate guidelines and training in place. If used properly, social media could improve how the Met interacts with communities and increase public confidence in the police as a result.

Case study: Using social media to improve communication with the public in Greater Manchester[99]

Greater Manchester Police (GMP) started to use social media after recognising its popularity with the public. The force intended to use it both to broadcast information from the police and to initiate conversations with communities. GMP set a broad social media strategy; this has remained as a guideline, rather than a detailed operation manual. Police officers use social media – typically Twitter – on a day-to-day basis. Sometimes communication is designed to provide assurance about specific issues; but mostly it is to engage and converse with communities, often in a humorous way. Given the immediate and spontaneous nature of much online activity, GMP does not have formalised systems for approving officer use. Occasionally this results in inappropriate use, or the perception of it. The force's approach is to accept this to some extent: where an officer has engaged with social media in good faith, its sees the issue as one of training rather than sanction. The whole approach is underpinned by providing regular training to officers covering the key issues of law relating to social media and setting out a framework for the type of engagement the force wishes to encourage and develop.

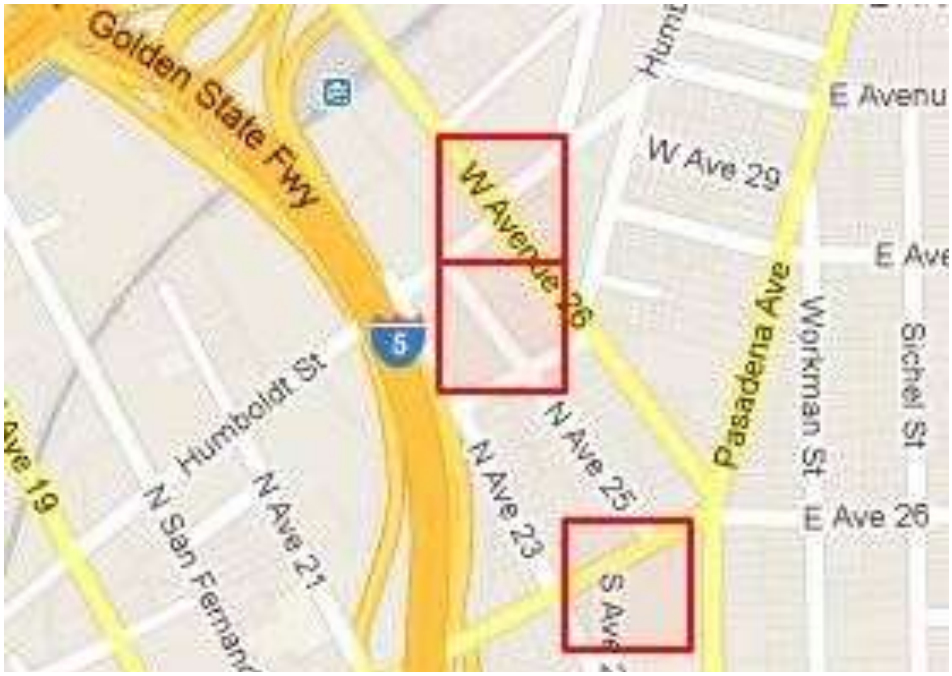
GMP highlighted that engaging with communities is the overriding benefit in its use of social media.

3.16 Social media will not be a suitable method for all purposes; many people do not use it. But it does provide forces with an opportunity to interact with some parts of the community that may be hard to reach using traditional methods: younger people in particular have indicated a preference for routine contact with the police to be carried out over the internet.[100] And, the more people are informed, the more they are likely to participate in community engagement. The MPS helicopters Twitter account has over 50,000 followers; there is real potential to change how the force interacts with the public and to reach out to Londoners.

Predicting crime

3.17 Predictive crime mapping could enable the Met to reduce crime and allocate resources more efficiently. The technique uses historic crime data to predict where crimes are more likely to occur in the future. Forces can then use this information to deploy officers to these areas, and increase their chances of catching suspects.

A predictive crime map in Los Angeles



Source: PredPol

3.18 The case for using predictive techniques is strong but the Met is behind some other forces in introducing it. HMIC believes the technology should be used more widely by forces: 'it works; it is evidenced; it is professional practice'.[101] The Met is starting to test the technique. In January 2013, it began a trial based on a model used by Greater Manchester Police. The Met introduced the concept in four boroughs and is currently evaluating the results.[102] But other police forces, both inside and outside of the UK, are already using predictive crime mapping widely to target crimes before they occur.

Case study: Predicting crimes before they happen in Los Angeles[103]

The Los Angeles Police Department (LAPD) uses a computer programme that analyses years of crime statistics and other factors, such as the weather, and then predicts areas where a crime is more likely to occur. The programme generates maps highlighting 'boxes' indicating where the officers should be deployed.

As anthropologist Jeff Brantingham – who worked with the LAPD while developing the technology – highlights, 'human behaviour, especially when in search of resources, follows very predictable patterns', adding that property crime in particular 'happens in predictable waves'. When officers are not on radio calls, they spend as much time as they can within an area where crime is most likely to occur.

After a six-month trial in one Los Angeles division, crime rates fell by 12 per cent overall, and by 25 per cent for car theft.[104] The LAPD says the computer will never replace good policing practices, but that it is a much needed tool, especially as the police department manages reductions in funding.

Using data effectively

3.19 The new technologies outlined above have mixed implications for the back-office support the Met requires. Officers using mobile devices with access to the force's ICT systems may eliminate the need for staff to duplicate tasks such as data entry. As a result, the force might need fewer back-office staff as some tasks become automated. But the Met acknowledges its ICT infrastructure is not currently designed to allow officers to work remotely.[105] Savings from releasing these staff may take time to materialise.

3.20 Conversely, as the Met increasingly uses data to support its officers, it may require extra back-office capability in some areas. Large volumes of data should improve decision-making by officers. But identifying relevant information and analysing vast amounts of data will require appropriate resources.

3.21 The challenge is to make data meaningful to police officers. The Met has to consider what information it needs to supply to officers and how they can interact with, and digest, it.[106] There is also an issue over the quality of data in police systems; '[systems] are only as good the data we have got'.[107] The Met has identified exploiting data as a key priority;

investment in this area could be as vital for the overall effectiveness of the Met as maintaining resources for officers patrolling local neighbourhoods.

3.22 As technology changes the way the Met tackles crime and serves the public, understanding the different roles that its police officers and staff perform will be increasingly important. Working 'on the beat' may have a different meaning in the future: it could include using social media to interact with the public; working on a tablet or smartphone; or analysing data trends to assess where crime is more likely to occur. Police forces need a better measure of their policing capacity as technology evolves. The Committee has previously recommended that the Met should regularly publish its Operational Policing Measure analysis.[108] This would provide the public with a more robust picture of policing capacity than simply publishing headline numbers of total police officers and staff.

Emerging technologies: the opportunities and threats from greater police surveillance

3.23 The Committee explored technologies that may be available to police forces in the future. Examples included surveillance drones, body cameras and facial recognition technology.

3.24 Surveillance drones could provide a cost-effective alternative to manned helicopters. Merseyside Police were an early adopter of drones. In 2010, the force was the first in the UK to arrest a suspected car thief with the assistance of a remote-controlled Air Robot. It deployed the device when officers lost the alleged offender who had escaped on foot in thick fog. However, the use of drones is controversial and currently limited in the UK.[109]

3.25 Other surveillance technologies are also becoming popular with police forces. Staffordshire Police are equipping local policing teams with body cameras. It believes they will act as a deterrent, increase officer safety and improve efficiency by assisting with witness statements.[110] And Chief Constable Simon Parr told the Committee that he sees facial recognition technology playing an important role in the future of policing.[111] This could be an important tool for tackling organised crime groups and identity theft.

3.26 But increased surveillance by the police raises concerns over the privacy of the public. HMIC warned that with these new technologies come human rights issues that need to be carefully considered, such as whether their use is both proportionate and necessary.[112] ACPO told us

that the police need to be seen to be using the technology properly, and to be 'worthy of the public's trust'.[113]

3.27 The Met understands these concerns. It recognises that excessive use of surveillance, such as videos and drones, might stretch public confidence in the police and raises ethical questions.[114] Nonetheless, as new technologies emerge, MOPAC has a role to ensure that the Met uses them proportionately and that Londoners consider them to be appropriate.

Investing in new technology

3.28 The Met requires significant investment in order to implement its ICT strategy successfully. The force's Directorate of Information (DoI) spent £57 million on its capital programme in 2012-13.[115] Assistant Commissioner Mark Rowley indicated that the Met needs 'significantly more' in each of the next three years.[116]

3.29 Given the limited availability of resources, the Met will need to invest wisely. Police forces have historically been ineffective at cost-benefit analysis and the Met must learn from its mistakes and those of other forces.[117] The key questions the Met needs to ask itself before making investment decisions are: what is the problem the investment is trying solve? What would be the benefit of solving the problem? How is the investment going to save money? And how much will it cost?[118]

3.30 The key body that will oversee the Met's ICT strategy will be the Technology Investment Board (TIB). The TIB will manage long-term investment in the Met's ICT. The Met's Management Board and, ultimately, MOPAC will approve investment decisions. But TIB will have a vital role to play in identifying new solutions and monitoring implementation.

3.31 But it is not yet clear how new investment will be funded. MOPAC has indicated it would prefer to fund additional investment by accelerating estate disposals, rather than using additional borrowing, despite acknowledging that the Met has relatively low levels of borrowing compared to other similar organisations.[119] It highlighted it intends to minimise the cost of borrowing by keeping debt low. But if the cost of borrowing is lower than savings made to the Met's running costs from investing in better technology, borrowing may be a sensible option.

3.32 And using capital receipts to fund investment carries risks which could jeopardise technology spending. There is uncertainty over both the

timing and the value of receipts. In 2012-13, MOPAC experienced delays in the closure of buildings, leading to reductions in its forecast receipts for the year.[120] MOPAC also highlighted that some capital receipts from estate disposals may be required to fund new investment in the Met's estate.[121]

3.33 Urgency is needed. MOPAC and the Met must work together to ensure that the force has an appropriate level of funding to invest in its technology. Investment in the next three years will be vital for making officers more effective, and for securing further savings to the Met's running costs in the longer term.

Recommendation 5

The Met should update the Committee by the end of November 2013 with the initial findings from its mobile technology and predictive crime mapping pilots. It should highlight the costs, benefits, savings, implementation and training issues it has identified from these pilots, and the key lessons it has learnt.

Recommendation 6

The Met should develop coherent policies for and guidance to police officers for using social media in response to high-profile incidents, intelligence gathering and day-to-day use by officers. It should set out its plans in its response to the Committee's report.

Recommendation 7

MOPAC should, as an urgent priority, work with the Met to establish the level of investment in new technology the Met needs and how this investment will be funded. Borrowing for investment in better technology may be appropriate if the cost of borrowing is lower than savings made in day-to-day costs. MOPAC should report back its decisions to the Committee by the end of November 2013.

Recommendation 8

In April 2014, the Met's Technology Investment Board (TIB) should provide the Committee with a progress update on implementation of the Met's ICT strategy at the end of year 1 (2013-14). This should include an update on investment delivery and highlight the risks and benefits it has identified.
In April 2015, TIB should also update the Committee on the savings it has achieved in 2014-15.

Recommendation 9

MOPAC, in its response to the Committee's report, should explain how it will update Londoners, and the Assembly, on the Met's plans to use new technologies in the future.

4. Next steps

4.1 The Met has correctly identified a number of its ICT problems. It recognises that it does not currently make the most of its technology. The force has also recognised that a more joined-up approach between the DoI and the rest of the organisation is needed. While some investment in new technology will be required, the Met is right to try and reduce the running costs of its ICT in certain areas, particularly where duplication of work can be avoided.

4.2 But the challenges that the force faces are great. The DoI must spend £60 million less on the running costs of the force's technology in 2015-16. And changing how the force uses technology is also an important factor in enabling the Met's overall savings targets.

4.3 There is a risk that the Met's technology function is being reduced just at the moment when it becomes an increasingly vital component of achieving broader service reform. While the Met can reasonably expect to reduce its ICT costs in some areas, it may have underestimated the future demands on the DoI as the force implements new ways of working. If police officers are to work remotely using mobile devices, they will require a strong back-office to support them. And if the Met is to make the most of its data, it will require additional resources to supply officers with relevant and meaningful information.

4.4 The Met can also improve how it collaborates with other bodies. The force says it will seek collaboration opportunities that support its principles where they are beneficial to all parties. But it is not yet clear how the Met will work with other police forces, the Police ICT Company and London's fire and ambulance services as it develops and implements new technology. MOPAC should use its role on the Police ICT Company to ensure that the Met is collaborating nationally with other police forces. And the Mayor has a strategic role to ensure that London's emergency services are working together and developing ICT strategies that deliver the highest level of service to Londoners.

4.5 The force is moving in the right direction. The Committee is pleased to see that the Met's plans are closely aligned to the Met's key policing priorities: reducing crime, supporting victims and increasing public confidence. We are also pleased to see that the Met intends to use standard products in the future, rather than designing bespoke solutions that are often expensive to buy, costly to maintain and difficult to

upgrade. And the force recognises it needs to improve how it manages its technology suppliers. The Met has learnt lessons from its past failures: it intends to future-proof new ICT contracts; make them flexible to the force's needs; and improve how it manages technology suppliers.

4.6 Once the Met finalises its ICT strategy, it must begin to implement it with care. The Committee will continue to monitor its progress over the coming years.

Appendix 1 Recommendations

Recommendation 1

In light of the concerns that Deloitte raised about the capacity and capability of the Met's Directorate of Information (DoI), MOPAC should satisfy itself that the DoI has the skills and resources to successfully implement the Met's ICT strategy. If necessary, it should set out the steps needed to make the DoI fit for purpose. MOPAC should provide the Committee with an update on its decisions by the end of November 2013 in its response to the Committee's report.

Recommendation 2

The Met, in its response to the Committee's report, should:

- **provide more detail on its plans to reduce the ICT budget by £60 million, including the expected impact on operational performance;**

- **identify the risks associated with the savings plans, and set out how it proposes to manage these risks; and**

- **explain how it intends to ensure the Met engages with other forces, public bodies and industry – including SMEs – as it designs and implements new technology.**

Recommendation 3

MOPAC, in its response to the Committee's report, should explain how it is using its role on the board of the Police ICT Company to benefit the Met.

Recommendation 4

The Mayor, in his response to the Committee's report, should explain what action he has taken over the last year to ensure London's emergency services are collaborating as they develop new technologies, and what he intends to do by 2015.

Recommendation 5

The Met should update the Committee by the end of November 2013 with the initial findings from its mobile technology and predictive crime mapping pilots. It should highlight the costs, benefits, savings, implementation and training issues it has identified from these pilots, and the key lessons it has learnt.

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Recommendation 9

MOPAC, in its response to the Committee's report, should explain how it will update Londoners, and the Assembly, on the Met's plans to use new technologies in the future.

Appendix 2 Views and information

The Committee held three public meetings as part this investigation.

On 5 March 2013 we met:

- Chief Constable Simon Parr, Association of Chief Police Officers
- Aileen Murphie, National Audit Office
- Dr Thomas Jackson, Loughborough University
- Terry Skinner, Justice and Emergency Services Information Communication Association
- Bob Quick QPM, Bluelight Global Solutions (and former Assistant Commissioner at the Met)

On 23 May 2013 we met:

- HMI Stephen Otter, Her Majesty's Inspectorate of Constabulary

On 18 June 2013 we met:

- Mark Rowley, Assistant Commissioner at the Metropolitan Police Service
- Richard Thwaite, Interim Director of Information at the Metropolitan Police Service
- Faith Boardman, Independent adviser to the Mayor's Office for Policing and Crime
- Annabel Cowell, Head of Strategic Finance and Resource Management at the Mayor's Office for Policing and Crime

Minutes and transcripts of these meetings are available on request and can also be found on the London Assembly website via: *http://www.london.gov.uk/moderngov/mgCommitteeDetails.aspx?ID=129*

The Committee received written submissions from the following individuals and organisations:

- Blackberry
- Bluelight Global Solutions
- Capgemini
- Loughborough University

The Committee received information from the Metropolitan Police Service which can be found on the London Assembly website via: *http://www.london.gov.uk/mayor-assembly/london-assembly/investigations/met-police-technology*

Appendix 3 Endnotes

[1] HMI Stephen Otter, speaking to the Budget and Performance Committee, 23 May 2013.
[2] HMIC, Taking time for crime: A study of how police officers prevent crime in the field, 2012.
[3] HMI Stephen Otter, speaking to the Budget and Performance Committee, 23 May 2013.
[4] Terry Skinner, Chair of Justice and Emergency Services Information Communication Association, speaking to the Budget and Performance Committee, 5 March 2013.
[5] HMI Stephen Otter, speaking to the Budget and Performance Committee, 23 May 2013.
[6] Chief Constable Simon Parr, Association of Chief Police Officers, speaking to the Budget and Performance Committee, 5 March 2013.
[7] Assistant Commissioner Mark Rowley, MPS, speaking to the Budget and Performance Committee, 18 June 2013.
[8] Metropolitan Police Service IT Strategy and Operating Model Review Summary, October 2012, page 10.
[9] Assistant Commissioner Mark Rowley, MPS, speaking to the Budget and Performance Committee, 18 June 2013.
[10] Ibid.
[11] Ibid.
[12] Faith Boardman, Non-Executive Adviser, MOPAC, speaking to the Budget and Performance Committee, 18 June 2013.
[13] Metropolitan Police Service IT Strategy and Operating Model Review Summary, October 2012, page 10. Deloitte defined capability as the 'ability of an organisation to get something done'.
[14] Richard Thwaite, Interim Director of Information, MPS, speaking to the Budget and Performance Committee, 18 June 2013.
[15] The DoI 'lost a lot of people with those kinds of skills because those people, with those skills, are actually very marketable so it is easy to lose them' - Richard Thwaite, Interim Director of Information, MPS, speaking to the Budget and Performance Committee, 18 June 2013.
[16] Policing in London: A London Assembly report into the future shape of the Metropolitan Police Service, Budget and Performance Committee, June 2011, page 36.
[17] Faith Boardman, Non-executive adviser to MOPAC, speaking to the Budget and Performance Committee, 18 June 2013.
[18] Ibid.
[19] HMI Stephen Otter, speaking to the Budget and Performance Committee, 23 May 2013.
[20] Assistant Commissioner Mark Rowley, MPS, speaking to the Budget and Performance Committee, 18 June 2013.
[21] 'The changing skills needed to tackle cyber crime', Skills for Justice, 1 July 2013 (available at: *http://www.sfjuk.com/the-changing-skills-needed-to-tackle-cyber-crime/*)
[22] 'UK 'losing fight' against internet crime, warn MPs', BBC, 30 July 2013 (available at *http://www.bbc.co.uk/news/uk-politics-23495121*)
[23] Assistant Commissioner Mark Rowley, MPS, speaking to the Budget and Performance Committee, 18 June 2013.
[24] One Met: ICT Strategy (DRAFT), 2013-17, Metropolitan Police Service, July 2013, page 5.

[25] Tracie Evans, former Director of Resources, MPS, speaking to the Budget Monitoring Sub-Committee, 11 December 2012.
[26] Letter from Tracie Evans, former Director of Resources, MPS, to Chair of the Budget and Performance Committee, 5 April 2013.
[27] Information provided by MPS to committee officers, 30 July 2013.
[28] Police and Crime Plan 2013-2016, MOPAC, March 2013, page 44.
[29] MPS Management Board Briefing Note, Status of ICT Savings Initiatives, 29 April 2013.
[30] Metropolitan Police Service IT Strategy and Operating Model Review Summary, October 2012, page 11.
[31] Metropolitan Police Service IT Strategy and Operating Model Review Summary, October 2012, page 11-12.
[32] HMIC Value for Money profile data, 2012, page 47. Most similar forces: Greater Manchester, West Midlands, West Yorkshire.
[33] Assistant Commissioner Mark Rowley, MPS, speaking to the Budget and Performance Committee, 18 June 2013.
[34] MPS Management Board Briefing Note, Status of ICT Savings Initiatives, 29 April 2013.
[35] Aileen Murphie, National Audit Office; Chief Constable Simon Parr, Association of Chief Police Officers; and Terry Skinner, Chair of Justice and Emergency Services Information Communication Association, speaking to the Budget and Performance Committee, 5 March 2013.
[36] MPS Management Board Briefing Note, Status of ICT Savings Initiatives, 29 April 2013.
[37] Assistant Commissioner Mark Rowley, MPS, speaking to the Budget and Performance Committee, 18 June 2013.
[38] MOPAC/MPS Estate Strategy 2013-16, May 2013, page 22 and page 31.
[39] Chief Constable Simon Parr, Association of Chief Police Officers, speaking to the Budget and Performance Committee, 5 March 2013.
[40] The MPS has a ten year contract with Capgemini UK Plc. The cost of the contract is £1,159 million – approximately £115 million each year. The contract is due to expire in 2015 (*Source: Information provided by MPS to Committee officers, 13 February 2013*).
[41] HMI Stephen Otter, speaking to the Budget and Performance Committee, 23 May 2013.
[42] Terry Skinner, Chair of Justice and Emergency Services Information Communication Association, speaking to the Budget and Performance Committee, 5 March 2013.
[43] Richard Thwaite, Interim Director of Information, MPS, speaking to the Budget and Performance Committee, 18 June 2013.
[44] Neil Moore, Head of ICT, Hampshire Fire and Rescue Service, speaking at Inside Government's 'Transforming Blue Light Services Through Innovation, ICT and Technology' conference, 26 April 2013.
[45] Terry Skinner, Chair of Justice and Emergency Services Information Communication Association, speaking to the Budget and Performance Committee, 5 March 2013.
[46] Bob Quick QPM, CEO of Bluelight Global Solutions, speaking to the Budget and Performance Committee, 5 March 2013.
[47] Richard Thwaite, Interim Director of Information, MPS, speaking to the Budget and Performance Committee, 18 June 2013.
[48] Metropolitan Police Service IT Strategy and Operating Model Review Summary, October 2012, page 12.
[49] Richard Thwaite, Interim Director of Information, MPS, speaking to the Budget and Performance Committee, 18 June 2013.
[50] Chief Constable Simon Parr, Association of Chief Police Officers; and Terry Skinner, Chair of Justice and Emergency Services Information Communication Association, speaking to the Budget and Performance Committee, 5 March 2013.

[51] Chief Constable Simon Parr, Association of Chief Police Officers, speaking to the Budget and Performance Committee, 5 March 2013.
[52] HMI Stephen Otter, speaking to the Budget and Performance Committee, 23 May 2013.
[53] Terry Skinner, Chair of Justice and Emergency Services Information Communication Association, speaking to the Budget and Performance Committee, 5 March 2013.
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Hindi

यदि आपको इस दस्तावेज का सारांश अपनी भाषा में
चाहिए तो उपर दिये हुए नंबर पर फोन करें या उपर दिये
गये डाक पते या ई मेल पते पर हम से संपर्क करें।

Vietnamese

Nếu ông (bà) muốn nội dung văn bản này được dịch sang tiếng Việt, xin vui lòng liên hệ với chúng tôi bằng điện thoại, thư hoặc thư điện tử theo địa chỉ ở trên.

Bengali

আপনি যদি এই দলিলের একটা সারাংশ নিজের ভাষায় পেতে চান,
তাহলে দয়া করে ফো করবেন অথবা উল্লেখিত ডাক ঠিকানায় বা
ই-মেইল ঠিকানায় আমাদের সাথে যোগাযোগ করবেন।

Greek

Εάν επιθυμείτε περίληψη αυτού του κειμένου στην γλώσσα σας, παρακαλώ καλέστε τον αριθμό ή επικοινωνήστε μαζί μας στην ανωτέρω ταχυδρομική ή την ηλεκτρονική διεύθυνση.

Urdu

اگر آپ کو اس دستاویز کا خلاصہ اپنی زبان میں
درکار ہو تو، براہ کرم نمبر پر فون کریں
یا مذکورہ بالا ڈاک کے پتے یا ای میل
پتے پر ہم سے رابطہ کریں۔

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الإلكتروني أعلاه.

Punjabi

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸੰਖੇਪ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਲੈਣਾ ਚਾਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਇਸ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਉਪਰ ਦਿੱਤੇ ਡਾਕ ਜਾਂ ਈਮੇਲ ਪਤੇ 'ਤੇ ਸਾਨੂੰ ਸੰਪਰਕ ਕਰੋ।

Gujarati

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