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## INFORMATION MANAGEMENT STEERING GROUP

# Information Strategy

**Summary:**

**The Information Strategy sets the direction for MPS for the next five years on the capabilities it needs to build to meet the increasing demand for information. It provides the context for a family of supporting strategies.**

**Submitted for:** Approval

**Use of Content**

The contents, concepts and models in this document must be acknowledged if used in other contexts.

Contact the authors if clarification is needed.

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## The MPS Information Strategy Family

The MPS Information Strategy is an overarching strategy, which sits above a family of more detailed information strategies called the **Information Strategy Family**. Together they set out the organisational vision for MPS information for the period between 2005 and 2010. The members of the Information Strategy family with their salient themes are laid out below.

### A. The MPS Information Strategy

- The relationship of the strategy family to national / regional drivers;
- The top level goals for MPS information and business processes;
- Information-related disciplines and capabilities that must be developed.

### B. The MPS Business Process Strategy

- How a business process improvement capability provides the overlay for information, systems and technology in support of business change.

### C. The MPS Information Management Strategy

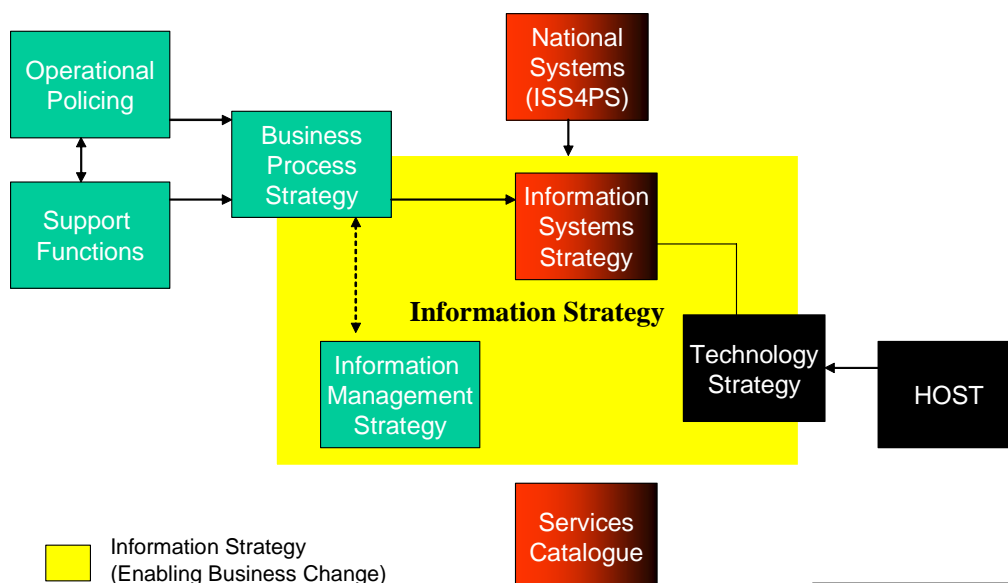
- From control to exploitation of information;
- Information principles and the importance of data quality.

### D. The MPS Information Systems Strategy

- How the future systems environment needs to change to meet the new capabilities required of the MPS;
- How a roadmap describing the relationship between new capability and systems will inform the business solutions until 2010.

### E. The MPS Technology Strategy

- How technology guiding principles and architectures, supported by a sound governance structure, will ensure sound investment choices and support the successful integration of business solutions.



HOST = Home Office Science & Technology Strategy

Figure 1

CONTENTS

1. Management Summary.....	4
1.1 Introduction .....	4
1.2 Capacity to Capability .....	4
1.3 Information Principles.....	4
1.4 Strategic Context .....	4
1.5 The Information Strategy.....	5
1.6 Synergies .....	5
1.7 Next Steps .....	5
2. Background.....	6
2.1 Capacity to Capability .....	6
2.1.1 Unique Challenges.....	6
2.2 Information Principles.....	7
2.3 Strategic Context .....	8
2.4 Information is the Lifeblood of Policing .....	9
2.5 Key Themes.....	9
2.5.1 High Profile Failures.....	9
2.5.2 Citizen Focus .....	9
2.5.3 Large number of national initiatives.....	9
3. Ambitious Goals.....	10
3.1 The Goals .....	10
3.1.1 Control to Exploitation of Information .....	10
3.1.2 Business Process Change Excellence.....	10
3.1.3 Influencing the National Agenda .....	10
3.2 Synergies.....	10
3.3 Enabling Business Change .....	10
3.4 From Control to Exploitation of Information.....	11
3.5 Business Process Change Excellence.....	12
3.6 Proactively influencing the National Agenda .....	13
4. Implementation .....	14
4.1 Goals and Capabilities .....	14
4.1.1 Information Architecture and Data Quality .....	14
4.1.2 Business Analysis and Change Management.....	14
4.1.3 Proactive Scanning, Impact Analysis and Partnership.....	15
4.2 The Relationship between Strategies and Goals .....	15
4.3 Next Steps .....	16
4.3.1 Ownership.....	16
4.3.2 Governance .....	16
4.3.3 Alignment.....	16
4.3.4 Review .....	16
4.4 Conclusion .....	17

## **1. Management Summary**

### **1.1 Introduction**

The Information Strategy sets the direction for the MPS for the next five years on the capabilities it needs to build to meet the increasing demand for information. It provides the context for a family of supporting strategies relating to specific aspects of the programme introduced here. It will:-

- Examine the MPS environment and offer a situational analysis of the world in which we operate;
- Show how this analysis leads us to the specification of ambitious strategic goals for MPS;
- Identify the capabilities that will be required to implement the strategy;
- Identify implementation considerations and the relationship between the strategic goals and the supporting strategies.

The strategy updates and builds on the previous MPS Information Strategy produced in 2000. Relevant ideas are also incorporated from ACPO Information Management, Information Systems and Process Improvement strategies.

### **1.2 Capacity to Capability**

Over the last five years the MPS has invested in technology infrastructure and applications with a focus on providing robust services. This task is not complete and the supply of technology is being further improved through renegotiated supplier contracts, responsive front-line services and integration of national and MPS systems. Operating technology and applications through third parties will continue to absorb the bulk of MPS ICT expenditure and this capacity will need to be supported by strong technical and professional management skills.

However, increasingly the major challenges and benefits relate to the exploitation of this investment in technology through the management of information and business processes. The implications for the MPS relate more to an investment in capability than large technology expenditures. Building this capability requires strong cross-functional business, interpersonal and management skills.

### **1.3 Information Principles**

Information must be trustworthy, accessible and useful. It must be kept and used in an ethical, lawful and accountable manner. The 2000 strategy defined a set of information principles. These are updated in this strategy to define the properties that information should have in order to support desired business outcomes. These principles are a key contributor to data quality and act as a corporate guide for the collection, management and communication of information. They inform investment choices about technology.

### **1.4 Strategic Context**

The MPS is a large organisation that operates in a complex world of partnerships including national and local government and the criminal justice sector. The information strategy identifies three strands of work that the MPS should concentrate on in order to improve its business.

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Each of these stems from a key theme, derived from an analysis of the environment in which the MPS operates: high profile failures (such as Soham and Climbie); citizen focus; large numbers of national initiatives.

### 1.5 The Information Strategy

The strategy identifies ambitious goals and the capabilities needed to address them.

Theme	Goal	Capabilities
<b>High profile failures</b> Soham, Climbie etc highlight need for proper recording and sharing of information	<b>From Control to Exploitation of Information</b> We need to make greater and more efficient use of the vast resources of information at our disposal.	<b>Information Architecture and Data Quality</b> <ul style="list-style-type: none"> <li>• Define and refine our Information Architecture</li> <li>• Focus on Data Quality</li> <li>• Stronger emphasis on information management.</li> </ul>
<b>Citizen Focus</b> This needs a 'horizontal' business process perspective rather than a 'vertical' functional view	<b>Business Process Change Excellence</b> We operate in a complex, constantly changing environment. We need to respond flexibly and with agility to business change. Outcomes are delivered by processes rather than functions. We need to focus our thinking on business processes rather than organisational units.	<b>Business Analysis and Change Management</b> <ul style="list-style-type: none"> <li>• Build on existing potential to develop a police-oriented professional business analysis capability.</li> <li>• Develop an holistic approach to change management and work within that context.</li> </ul>
<b>Large number of national initiatives</b> – these require MPS to understand and respond swiftly to a national agenda	<b>Proactively Influencing the National Agenda</b> The MPS is subject to external factors through a web of national relationships. We need to understand their impact upon us, influence these relationships and provide leadership. We need to “punch our weight “at national level.	<b>Proactive Scanning, Impact Analysis and Partnerships</b> <ul style="list-style-type: none"> <li>• Proactive scanning</li> <li>• Strong partnerships.</li> <li>• Consolidate and share good practice.</li> </ul>

### 1.6 Synergies

There are clear synergies between the three strands. Understanding our business in terms of processes will help us to exploit our information better. Understanding what information we need and where we need it will help us to define our business in terms of processes. This combined grasp of information requirements and business processes will provide us with a vocabulary with which we can discuss requirements and opportunities with our partners in business and government. It will also lend authority to our voice on national and international policing issues.

There are many initiatives in the MPS today that address elements of this strategy. However, there is no overall coherent programme to draw the elements together and to realise the synergies between them.

### 1.7 Next Steps

Responsibility for the production of this strategy lies with the Directorate of Information. A governance structure will be required to monitor the implementation of the entire family of strategies.

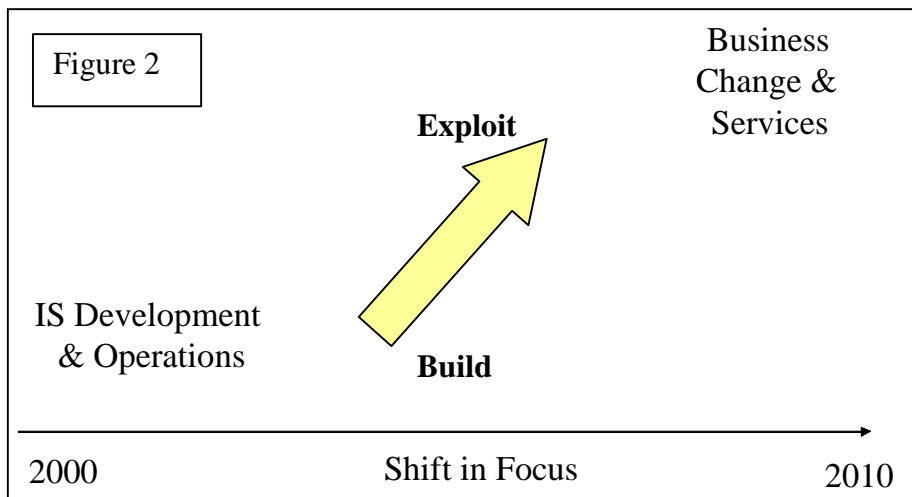
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## 2. Background

### 2.1 Capacity to Capability

The theme of the past five years has been to build the capacity of the MPS with a major focus on building cost-effective reliable ICT services and applications for MPS. An additional theme for the next five years must be to extend the capability of the organisation to capitalise on its technology investments. We must develop our knowledge and expertise in ways calculated to exploit the information in our systems more effectively. This is the work that this strategy supports.

This is not to say that work on building cost-effective reliable services and applications will cease or be scaled down. New technology will continue to be a major element of capital spend, as will the maintenance of existing systems. However, there must also be a new focus on working in ways that deliver the benefits of these technologies across the MPS in support of its business goals and to enable it to develop new services.



#### 2.1.1 Unique Challenges

By far the largest police service in the UK, the MPS cannot be considered a typical police force. Our scale gives us issues in common with large businesses but the combination of scale with its policing functions differentiates us from other private and public sector organisations. This presents us with some unique challenges.

Our business support processes, - finance, HR, procurement etc - are in most respects similar to those of other large organisations. In satisfying these requirements integrated application packages such as SAP can be tailored for MPS needs. Skills are widely available in the market for this kind of work.

In contrast, policing processes are particular to the police environment. It is important for the MPS to have efficient business support processes, but it is in enhancing our policing processes that the greater challenges lie. This is our core business. Here off-the-shelf solutions are rare and we cannot rely on the

commercial sector to provide expertise. We must be the experts in our own business.

We have achieved many synergies in developing policing solutions by cooperating nationally with other police forces. This is a trend that will grow in importance as the national agenda develops. However, our own skills and experience in developing our policing processes are vital. They give us the capacity to satisfy requirements that have not yet been addressed by the national agenda or are peculiar to the MPS. They also allow us to make a contribution to the national agenda commensurate with our status as the largest UK police service.

Historically our strengths have lain in our ability to understand and exploit technology. We are experienced in building systems that capture business logic in the context of technology solutions. We need to maintain our capabilities in this area, but we must also develop new skills in controlling and exploiting the information that these systems host and in understanding our business in terms of processes rather than functions.

## **2.2 Information Principles**

The measures we take to improve our information and business processes must be underpinned by a set of *Information principles* that define the properties that information should have in order to support business outcomes. Information needs to be trusted by the people who use it, managed according to business principles, accessible to the right people at the right time, and be fully usable. However, there is a balance to be struck between improving efficiency in this area and reassuring the citizen that the information that we hold will be used in an ethical, accountable and lawful manner.

These are the qualities that our information should have:-

### ***Trusted***

- One version, captured once and re-used;
- Appropriate quality information for action;
- Compliant with policy and the law;
- Protected from loss or misuse.

### ***Accessible***

- Managed according to its cost and its worth;
- Captured close to source, available when and where it is needed;
- Shared with our partners and disclosed to the public with confidence, in an open and accountable manner.

### ***Usable***

- Easy to find and deploy with agility;
- Presented in context, in the best way possible;
- Used and understood by a skilled workforce.

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Our Information Principles should guide our decision making when we are developing:-

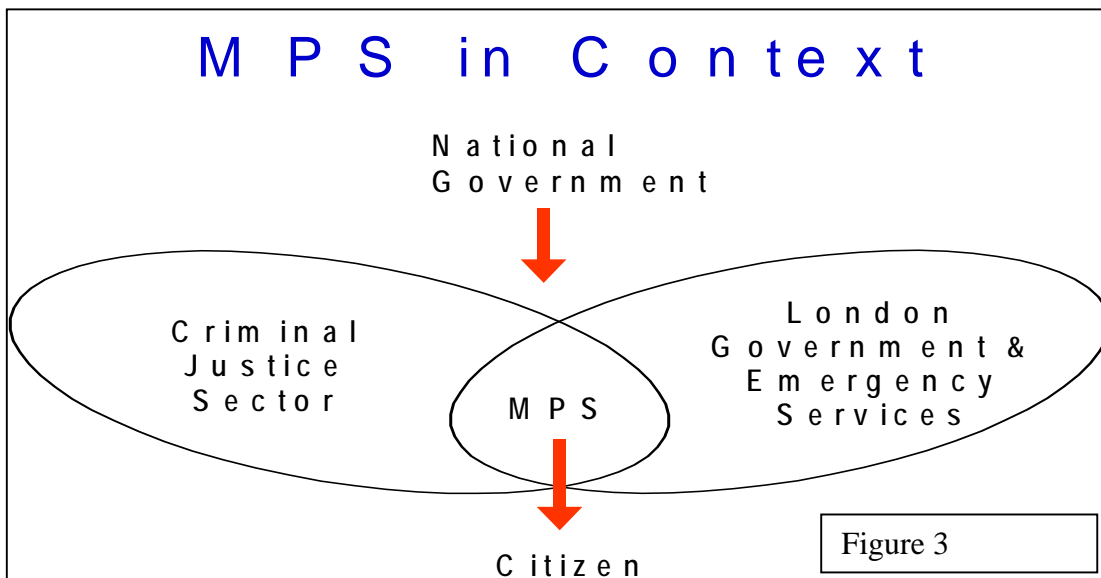
- *Policies and procedures* to modify behaviours;
- *Structures* to give context and additional meaning to information;
- *Tools* which support the policies, procedures and structures.

They are also a measure of successful outcomes from the Information Strategy; and of adequacy for policing needs.

### 2.3 Strategic Context

The MPS is on the cusp between the Criminal Justice Sector and the various agencies representing London Government and the delivery of public services in the capital. This bi-directional focus affects an MPS Information Strategy in three ways:-

- The need to respect strategy and policy set in both these communities;
- The need to align processes at the interfaces;
- The need to trade information with partners in both of these markets.



The MPS is a huge, diverse organisation. It is the largest employer in London and virtually all its 42,000 employees are engaged in gathering, controlling or exploiting information. Our size means that the sources and destinations of information are often widely separated. There may be no contact between the officer who enters a CRIS<sup>1</sup> record and the analyst who uses it to produce crime statistics for hot spot mapping. The inertia common to most large organisations makes change slow and difficult and magnifies its cost. In common with other organisations the business is split along functional lines. This has contributed to the fragmentation of our information and impacts on the effectiveness of our business processes.

The MPS is an Emergency Service. Our information is relied upon for serious outcomes and must be accessible to our people. It needs to be acquired and

<sup>1</sup> CRIS = Crime Report Information System

deployed quickly and securely, possibly in locations that are difficult to reach. It also requires providing a service to and interaction with the public.

The MPS is a public service operating in both the Criminal Justice and the Local Government sectors. This means maintaining high standards of information security; dealing with the tensions that arise from the need to share information into environments that do not meet our security standards; and at the same time meeting the standards of openness and integrity which are rightly expected of us by the public. Statutory and policy drivers are high in focus and political and social changes provide drivers, often at short notice. In common with other public bodies we are constrained by our budgets and resources are finite.

#### **2.4 Information is the Lifeblood of Policing**

Use of information is vital to almost every activity in delivering a policing service to the capital. Along with our people, information is our most critical resource. Efficiency improvements in handling information can yield huge benefits. Conversely, under-performance severely impacts effectiveness. Information and how we use it for Policing is first and foremost a *business issue* rather than one of technology, but sound and innovative use of technology is critical to the effective use of information.

#### **2.5 Key Themes**

Three key themes emerge from this analysis of the MPS environment:-

- *High profile failures* – Soham and Climbie highlighted the need for proper recording and sharing of information;
- *Citizen Focus* – this needs a ‘horizontal’ business process perspective rather than a ‘vertical’ functional view;
- *Large number of national initiatives* – requires the MPS to understand and respond swiftly to a national agenda.

##### 2.5.1 High Profile Failures

Soham and Climbie can be traced directly to poor control of information or the failure to exploit its potential. The Laming and the Bichard reports both made this abundantly clear. We must learn the lessons from these failures but we should also aim to identify and learn from our successes.

##### 2.5.2 Citizen Focus

We need to put the citizen at the centre of our thinking and recognise that they are the ultimate “end-user” of all our endeavours. While organisational functions are needed to ensure accountability of professional skills, creating an effective citizen focus requires organisational functions to work together across business processes.

##### 2.5.3 Large number of national initiatives

There are a large number of national initiatives. The MPS needs to build the capability to respond to these drivers effectively and quickly and to identify those it must influence proactively. A key initiative with a major impact on the Information Strategy is the development of national policing systems.

### **3. Ambitious Goals**

#### **3.1 The Goals**

From the three key themes outlined above, we have derived three ambitious goals. They are:

- Control to Exploitation of Information
- Business Process Change Excellence
- Influencing the National Agenda

##### 3.1.1 Control to Exploitation of Information

MPS is an information based organisation. Estimates suggest that over 40% of the cost structure is located in handling information. We need to make greater and more efficient use of the vast resources of information at our disposal. We must improve the quality of our data and our ability to deploy it as needed. However, we must also be sensitive to the concerns of the citizen regarding our use of their information and have solid, ethical and accountable mechanisms for using it and sharing it with our partners.

##### 3.1.2 Business Process Change Excellence

Change is a fact of life in the MPS and is the direct result of the complex environment we inhabit. We need to respond flexibly and with agility to business change. To achieve this we need to focus our thinking on business processes rather than organisational units. We need to become experts in policing business processes.

##### 3.1.3 Influencing the National Agenda

The MPS is subject to external factors through a web of national relationships. There is a need to understand their impact upon our business. Furthermore we need pro-actively and systematically to influence these relationships and provide leadership nationally.

#### **3.2 Synergies**

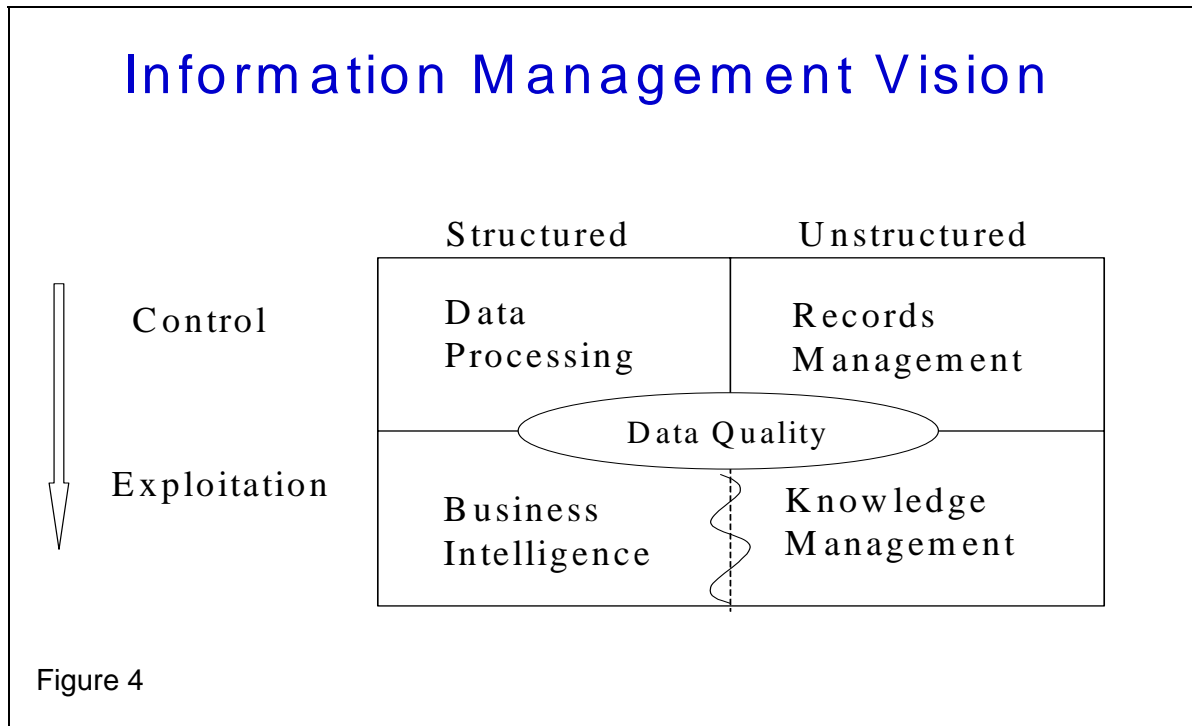
There is a clear synergy between these three goals. Understanding our business in terms of processes will help us to exploit our information better and vice versa. Pursuing excellence in both these fields will lend our voice an authority in the national arena and provide us with a vocabulary with which we can discuss issues and requirements with our partners in government and business.

#### **3.3 Enabling Business Change**

Building on existing technology capacity, attainment of these goals will enhance MPS business change capabilities to achieve its strategic goals. Often but not always, technology is the prime enabler of the business change. It is never the only component of the change and other aspects also need to be managed. The MPS exists in a changing world; agility in change is key.

### 3.4 From Control to Exploitation of Information

The MPS has vast quantities of both structured data in an array of corporate and local databases and unstructured data held as text, image, and voice on our network and in our email system, as well as on paper. The initial information challenge is one of control – to know what we know and where to find it, and to apply policy to it. It is important to get the control right in order to move more into the exploitation of information.



Data Quality is a key area to enable this transition. Dealing with data quality requires a business approach but can be assisted by technology. We need to facilitate quality improvement, for example:-

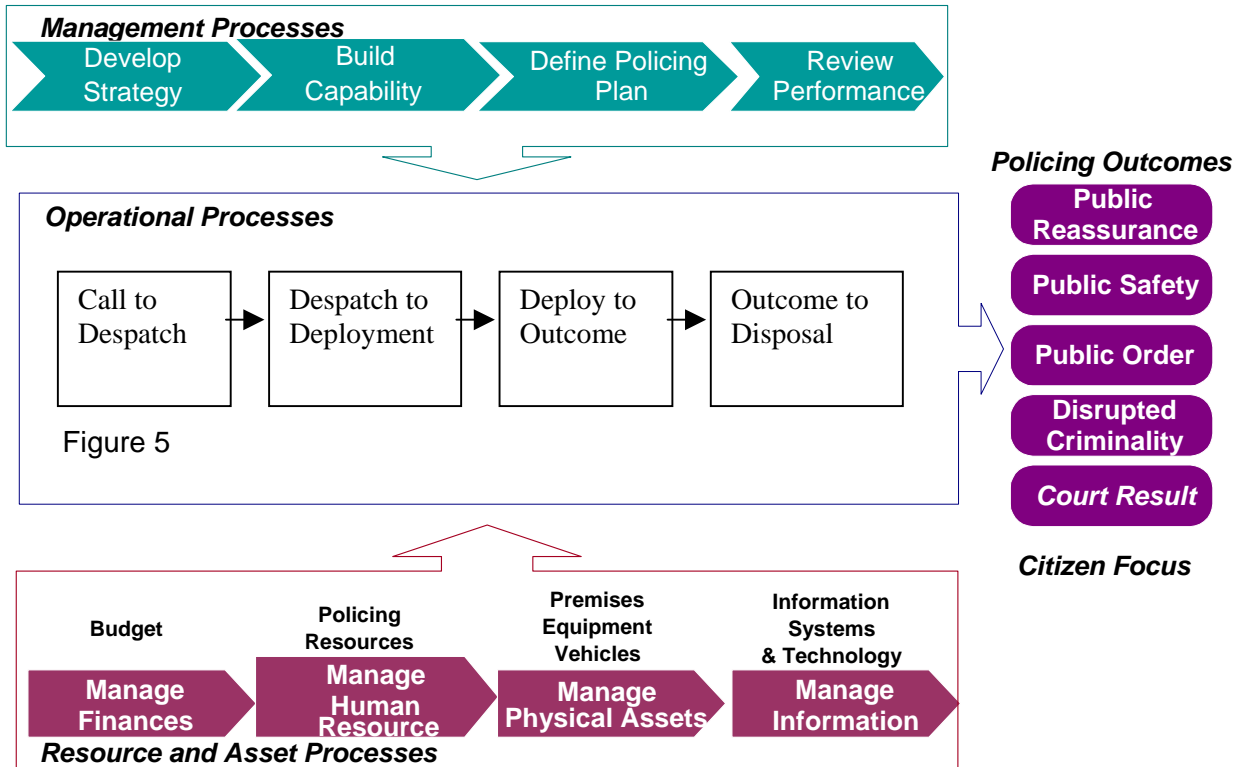
- Using the Aware password routine to prompt users to change their details in the enterprise directory;
- Reviewing the viability of CRIS codes to reduce their number;
- Providing templates to embed the Protective Marking into the details of documents and emails.

As we improve the control of our information we consolidate our basis to exploit it effectively, making it available to our people in a timely and proactive fashion for everyday policing purposes, and enabling sound tactical and strategic decision making. Practical exploitation of information, such as crime analysis or performance measurement, can blur the boundary between use of structured and unstructured information.

In improving our ability to apply information intelligently to police work and share it with our partners, we must remain sensitive to legitimate citizen concerns about the use to which we put their personal information. We must be open and accountable in the use of information relating to individuals and understand clearly the ethical and legal bounds on its application.

### 3.5 Business Process Change Excellence

Processes provide a cross-functional (horizontal view) rather than an organisation function (vertical) view. A process has the advantage that it usually starts and ends with a stakeholder in contrast to a function and skill-set which in isolation is unlikely to add value to a 'customer'.



Our ambition is to map the MPS in business process terms. The maps can be used as descriptor of how our business works independent of our internal structures. We can also use it to understand how our organisation could work more efficiently and to respond to change with more agility and at less cost to ourselves.

Previous strategies at both the MPS and the National Policing level demonstrate the commitment to a business process philosophy and approach. However each has introduced new approaches and none provides an holistic view that can be used to guide the business improvement across MPS and its partners.

A top-down process perspective is needed. This will include categories such as Operational Processes, Management (capability and planning) processes, and Resource and Asset processes. The example in Figure 5 is illustrative and does not attempt to suggest a final solution. Expansion of these processes will be used to negotiate the information needs and to evaluate the applications coverage. They can also be used to assess other elements such as the skills required. Hence developing a business process change capability is a key element of our Information Strategy.



#### 4. Implementation

##### 4.1 Goals and Capabilities

The three strategic goals are supported by three linked capabilities. Each capability is linked directly to one of the goals and indirectly to the others. Figure 7 summarises the goals of the Information Strategy and the capabilities required to achieve them.

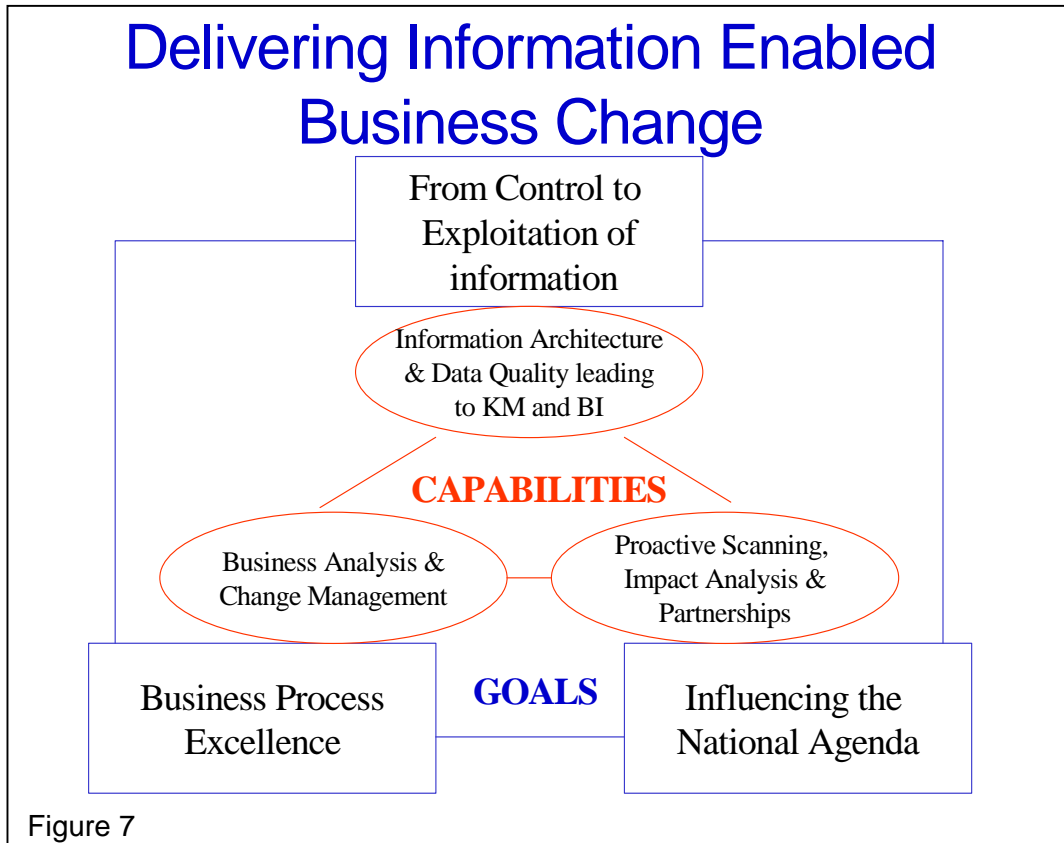


Figure 7

##### 4.1.1 Information Architecture and Data Quality

Current work to define and refine our Information Architecture must be continued and strengthened. The Directorate of Information on behalf of the MPS should establish an Information Authority to complement the Technical Design Authority (TDA). It should regulate issues such as information security and data definitions across multiple systems and processes. The push towards Data Quality must be given impetus by strong corporate leadership. It can also be assisted by the application of technology. However, the “hard yards” must be made by a pan-MPS effort to improve standards of data entry and a stronger emphasis on information management.

##### 4.1.2 Business Analysis and Change Management

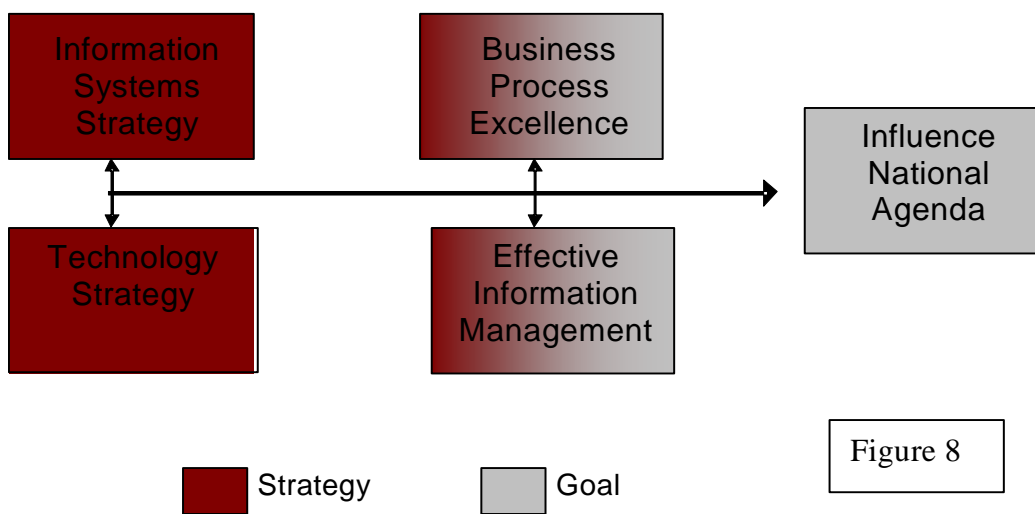
The MPS has different groups who perform some level of business and process analysis. In total this provides a diverse business analysis potential. Given the right focus and a co-ordinated approach, the MPS is well positioned to take a police leadership role in the professional development of a business analysis capability. This needs to be done within the context of an holistic approach to change management.

#### 4.1.3 Proactive Scanning, Impact Analysis and Partnership

The MPS needs proactive scanning and strong partnerships and a systematic approach if it is to successfully influence the national agenda. The MPS has plenty of capability in this area although there is a need to focus our resources. In some areas, like neighbourhood policing, the MPS has been a trailblazer in partnership working. We need to recognise our successes here to identify and consolidate good practice while addressing points of weakness.

#### 4.2 The Relationship between Strategies and Goals

The link between the Information Strategy and the subordinate strategies will be strengthened as the latter strategies evolve. Figure 8 illustrates how the strategies link to and support the goals. Details of the resulting projects and services are shown in the subordinate strategies. The expenditures for these projects and services are quantified in the relevant business plans.



- The National Systems programme (ISS4PS) provides many of the MPS applications and the plan is for this to grow. The Information Systems Strategy defines the application components generated from multiple sources including national, local development and supplier packages that together form a 'mixed economy' of applications.
- Systems and Technology architectures together provide the ICT platform for effective Business Processes and Information.
- Information and business processes need to be aligned in order to maximise effectiveness. A clear definition will increase the efficiency of investments in systems and technology.
- Business Process Excellence and Information Management, supported by a structured approach to stakeholder management, will strengthen the MPS in influencing the National Agenda. The Directorate of Information's marketing strategy will also address this need from an information perspective.

### **4.3 Next Steps**

#### 4.3.1 Ownership

The Directorate of Information owns the production of the Information Strategy Family on behalf of the MPS. It will work with many partners internal and external to the MPS to ensure its successful execution.

#### 4.3.2 Governance

The Information Management Steering Group (IMSG) is the governance mechanism for the Information Strategy. Owners must be appointed for specific championing and execution of initiatives related to the goals.

#### 4.3.3 Alignment

There will inevitably be drivers and events that will cause elements of the strategy family to be revisited during its planned lifetime. These may come from national initiatives, statutory imperatives or from change within MPS. When modifying any one of these strategies it is important to be aware of the impacts on other family members.

#### 4.3.4 Review

The strategy should in any event be reviewed annually and updated at some time between 2008 and 2010.

#### 4.4 Conclusion

The MPS has invested significantly in information, communications and technology (ICT) and will continue to do so. This strategy focuses on the means by which the MPS can exploit that investment as a means to delivering enhanced business services and change.

Better control of our information will improve data quality, reduce or eliminate failures of information management and allow us to exploit it as a resource to achieve the business outcomes we desire.

Taking a business process view of our activities will improve our efficiency as an organisation and allow us to respond with greater agility to change.

Proactively influencing the national agenda in a systematic fashion will reduce our vulnerability to external impacts and allow us to shape our own destiny.

Developing these capabilities will enable the MPS to improve its service to the public and enhance its leadership role in the police community.

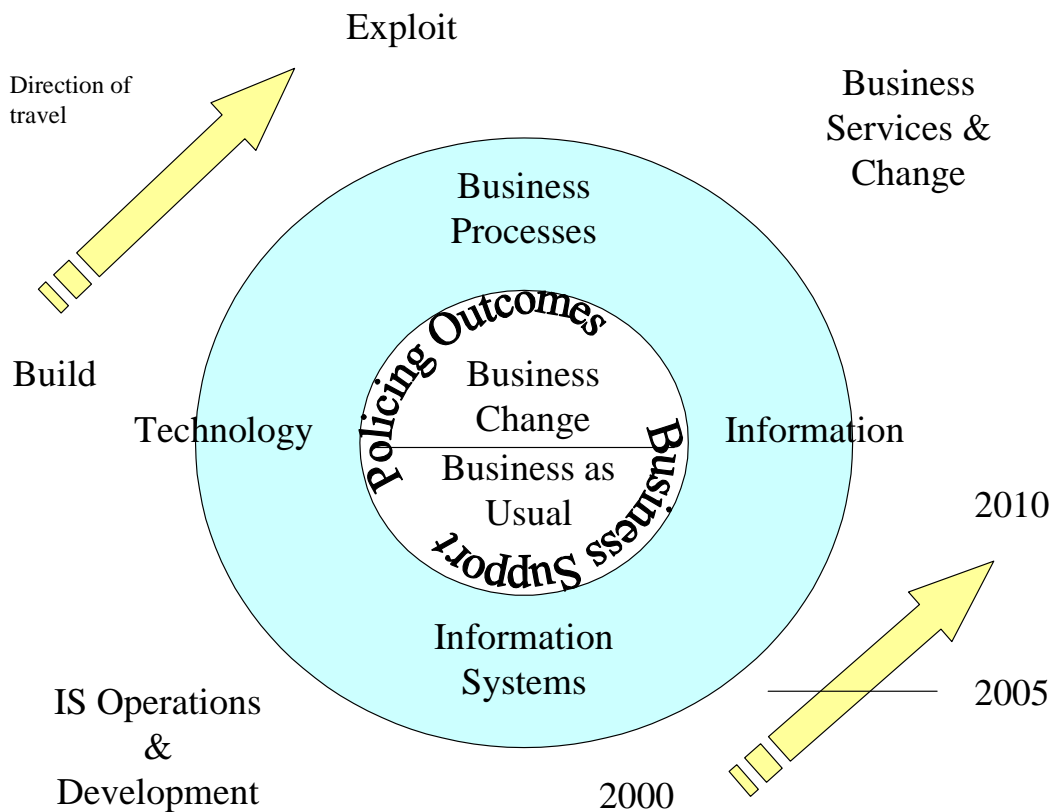


Figure 9