



MAYOR OF LONDON  
OFFICE FOR POLICING AND CRIME

## CONNECT – Full Business Case, 3rd iteration

MOPAC Investment Advisory & Monitoring meeting, 7th December 2023

Report by DAC Matthew Horne on behalf of the  
Chief People and Resources Officer

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

### EXECUTIVE SUMMARY

1. This document summarises version 3 of the Full Business Case (FBC) for CONNECT, providing details of changes and additions made since version 2 of the FBC which was published in February 2022.
2. Version 3 of the FBC incorporates scope and costs associated with completion of the CONNECT programme and addresses the operational costs associated with operating CONNECT in a business-as-usual context.
3. Decisions are required in respect of:
  - a. Increases in capital and revenue budgets, resulting from replanning for implementation of Drop 2 of the CONNECT solution (Intelligence, Investigation, and Proactive Management Plans), and funding for the provision of support, governance and continuous improvement post-implementation; and
  - b. Variations to contracts, to support the above.

### Recommendations

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

#### 1. Approve the following financial decisions:

CONNECT requires additional investment to be included in the capital plan and the Medium-Term Financial Plan (MTFP), to continue support of the implementation of the solution as well as maintain operational services for the 10-Year Total Cost of Ownership period outlined in the Original Met Integrated Policing System (MiPS) Full Business Case (FBC); 2018 through to 2028. The additional investment is required to accommodate:

- a. Changes in scope to maintain critical MPS operational capabilities at go-live.
- b. Changes in programme delivery approach, specifically a change in the delivery of training to 22,500 users providing classroom-based training in addition to online training.

- c. Other changes due to programme delays incurred to date, with drop 2 implementation date movement from May 2023 to February 2024.
- d. Changes to post go live support.
- e. Other smaller additional items e.g., IIP stabilisation and addition of risk provisions.

Note that the implementation of CONNECT will incur substantial incidental revenue costs to all Business Groups. Significant operational abstractions have, and will continue to, occur in support for the classroom-based training. Some of these abstractions may need to be supported by overtime payments. These projected costs have been factored into the required funding envelope set out in this business case c.£2m, though may be funded by business units.

## **2. Approve the following financial decisions**

- a. An extension to contract value for the MIPS Implementation contract with NEC Software Solutions Ltd.
- b. An extension to contract value for the Connect Programme Director Role contract with Ernst & Young LLP.
- c. The direct award of a contract for CONNECT Interfaces deliverables to Ernst & Young LLP via the Technology Services 3 Framework.
- d. The direct award of a contract for CONNECT Business change deliverables to Ernst & Young LLP via MCF3 Framework.
- e. The direct award of a contract for CONNECT Technical consultancy resources to CGI Inc. via SPF2 Framework.
- f. The direct award a contract for CONNECT PMO resource to Finyx Consulting Limited via MCF3 Framework.
- g. The direct award of a contract for retaining data integration resources to SAS Software Ltd via G-Cloud Framework.
- h. The direct award of a contract for SMS messaging service to Government Digital Service, Cabinet.
- i. Delegation of authority to the Director of Commercial Service to award contract value and duration extensions to the above contracts. This will be subject to a 'dual key' arrangement in which the Director of Commercial Services and a Senior System Owner will jointly act as signatories in these approvals.  
Note: Prior to implementation of Drop 2, the Senior System Owner will be deemed to be the Senior Responsible Officer.

The above commercial decisions are required in order to enable the successful delivery of the programme and transition to business as usual. The financial decisions will ensure sufficient funding is in place for these decisions to be taken,

supplementing remaining approved budget. However, commercial decision #1 ensures provision of sufficient funding up to and beyond Go Live and through to the end of the business case period (2028).

### **Time sensitivity**

A decision is required from the Deputy Mayor by 20<sup>th</sup> December 2023. This is required to enable expiring contracts to be extended.

### **Introduction and background**

The CONNECT programme is the biggest technology enabled transformation the Met has ever undertaken – transforming how we capture, record, use and think about our data; ultimately changing how we police London. It will see the deployment of the full 'CONNECT' solution; a new core policing system for the Met replacing 8 siloed and disconnected systems with one integrated and searchable system for managing end to end operational processes.

It offers a single place to enter and retrieve information and allows officers and staff to link information together, meaning we will be able to unlock more from our data than ever before. This will save officers and staff time by only requiring them to enter data once, reduce the chance of intelligence failures through data not being connected and make it easier to search information and reduce duplication of records in the system.

In order to manage the risk and limit operational impact, the deployment strategy was to implement the solution via a series of 'Drops'. Drop 1 (Case, Custody & Property) was deployed in November 2022 and Drop 2 (Intelligence, Investigation & Proactive Management Plans) is scheduled to Go Live in February 2024.

From a financial perspective, the CONNECT programme has been subject to two Full Business Cases (FBCs) since its inception. FBC 1 at Contract Award and initiation of the programme and was approved by the MPS and MOPAC in April 2018. FBC2 was approved in February 2022 and secured additional funding for the programme given delays and additional scope of the programme including the COVID pandemic and the disruption that followed.

## Issues for consideration

In order to complete the deployment of CONNECT and successfully run the solution, additional funding is now required. This document, referred to as Full Business Case 3 (FBC3), provides a third update to the current business case. FBC3 seeks to secure the funding required following a delay to Drop 2 (from May 2023 to February 2024) and for additional scope introduced to provide capabilities not available from the CONNECT product but available in some legacy systems and essential for the MPS (e.g., enhanced Search functionality and audit). It also includes run costs post implementation following a review of the necessary support needed now that Drop 1 has been fully operational in the MPS for 12 months since November 2022. This will include ongoing enhancement of the system to enable operational improvements to be achieved. This document makes the case and seeks approval for the funding required to support programme delivery and the operation of the CONNECT solution in support of our frontline.

1. The investment required to complete the implementation of CONNECT and to sustain operation is driven by six main factors:
  - a. Changes in programme delivery approach, specifically a change in the delivery of training to 22,500 users, providing classroom-based training in addition to online training.  
[Additional revenue is required]
  - b. Changes due to programme delays incurred to date, with drop 2 implementation date movement from May 2023 to February 2024.  
[Additional capital and revenue is required]
  - c. Changes in scope so as to maintain critical MPS operational capabilities at go-live.  
[Additional capital and revenue is required]
  - d. Changes to arrangements for post go live support  
[Additional revenue is required].
  - e. Establishment of a change fund to accommodate MPS led transformation, continuous improvement, and mandatory change.  
[Additional capital is required].
  - f. Other smaller additional items e.g., IIP stabilisation and addition of risk provisions.  
[Additional capital and revenue is required].
2. *Changes in programme delivery approach:* A change in training approach is required to successfully deliver the benefits of the programme and drive adoption of CONNECT across the organisation. The Drop 1 training plan focused on digital end user training, whereas Drop 2 will be supported by classroom-based training for highly impacted users. During the early phases of Drop 1 Go-Live, it became clear that the exclusive use of a digital approach

to training delivery was not sufficient to drive adoption across the organisation. As a consequence, a decision was taken to focus on face-to-face training to improve learning and adoption results. The new proposal defines training for 23,500 officers and staff (2 days of face-to-face training).

3. *Changes due to programme delays:* Following a period of programme exception (July 2023), and replanning, the decision was taken to move Drop 2 implementation from May 2023 to February 2024. This resulted from two main factors:
  - a. Drop 1 issues required the delivery of a series of patches and delivery focus by NEC impacting the Drop 2 delivery schedule with Drop 1 continuing to operate under Early Life Support (ELS). This means that the criteria necessary for CONNECT to operate under 'business as usual' support arrangements have not been met. There remain three 'patches' to be deployed during November – December 2023 to rectify issues in Live Service.
  - b. A revised training approach, as described above, has required the training duration to be extended to 12 weeks. The orchestration and delivery of this type and scale of training requires considerable effort, and this has also been factored into plans.

These factors and the impact are described in more detail below.

4. *Changes in scope so as to maintain critical MPS operational capabilities:* Whilst the programme will largely be delivered using the integrated CONNECT solution, specific additions will be required to meet the complex needs of the MPS and maintain required capabilities. These additions comprise specialist software to enhance the operation of the system for specific groups of users but do not compromise the integrated nature of the system. In summary, these are as follows:
  - a. Advanced Search - ThoughtSpot has been incorporated into the solution to enable complex end user queries (which are performed today) to be conducted in a simple and user-friendly way.
  - b. System Audit Functions – Splunk will be implemented to meet the rigorous policing requirements of system auditing, and compliance standards (including identification of inappropriate use).
  - c. Application Performance Monitoring - CONNECT is a mission critical system and it is essential to maintain full planned availability and performance. An independent review concluded that enhanced systems monitoring should be incorporated and Dynatrace, a class leading third party solution, is being incorporated in the CONNECT environment.

5. *Changes to arrangements for post go live support:* Since publication of FBC2, consideration has been given to the arrangements to maintain, enhance and govern (“support”) the CONNECT solution when it enters operational service. This is driven through experiences supporting the solution post Drop 1, an assessment of NEC obligations and recognition of the service risk the MPS will need to accept:
- a. FBC2 provided an extensive view of the Technology and Operational costs required to support CONNECT, including:
    - i. NEC Licensing Support and Maintenance costs.
    - ii. Capgemini Infrastructure Support/Maintenance.
    - iii. In-Housing Interface Support and Licensing.
  - b. Funding for these services is accurate and reflects a continued need. However, wider lessons learned following Drop 1, the volume of change expected to the application in service and the complexities of the operating ecosystem have created a requirement to strengthen the key resources (specifically Service & System Integration) required to manage change to the solution but also provide additional resource to provide user support, manage NEC, and ensure data processing compliance.
  - c. The Support and Governance model designed for MPS has been compared with the model in use within West Midlands Police (WMP). This model is very similar, with the exception that WMP utilises a managed service for systems integration services, whereas MPS will perform these services in-house. The resource model has been scaled appropriately to account for the relative size of the forces, taking consideration of efficiencies that MPS may achieve through scale. Without this resource, the MPS will be unable to manage the service risk associated with a solution as complex as CONNECT as it changes across its operational life
  - d. Consideration has also been given to the potential to ‘ramp down’ the Support and Governance resources over years 2 – 4 following implementation of Drop 2.
6. *Establishment of a change fund:* NEC is responsible for providing (and funding) changes in core functionality, security or reliability enhancements, and other changes that may result from legislative change. These changes are planned and delivered through a NEC coordinated national roadmap. It is anticipated that MPS will require additional changes to be delivered to

meet MPS specific priorities, and it is proposed that a CONNECT Change Management Fund is established.

- a. The types of spend expected to be include:
    - i. Changes resulting in new functionality required post Go-Live (e.g., PND Post D2 accreditation, Mobile delivery, MI).
    - ii. Changes required to accommodate integration with new systems, including national systems such as Command & Control (C&C) and National Law Enforcement Data Programme (NLEDP).
    - iii. Changes to infrastructure, including networks, hosting and additional hardware.
  - b. Estimated costs include provision for acceptance, testing and integration of 2 major and 2 minor CONNECT releases each year, and MPS specific enhancements.
  - c. The estimates have been based upon a conservative benchmark based on a percentage of total development costs.
  - d. DDaT will conduct a commercial review after year 1 of service operation to review actual spend and profile anticipated spend across year 2-4. This will be controlled via a Transition Plan with reporting into DDaT Board for oversight and assurance. Future year forecasts will also be reviewed at this point.
7. *Other smaller additional items:* This category of cost comprises enabling items required to deliver CONNECT, including:
- a. Legacy applications modifications to accommodate CONNECT
  - b. Condor (data centre) migration
  - c. CONNECT to TFL data feed
  - d. CONNECT Support Team (Helpdesk) hardware
  - e. Other items below c.£250k
  - f. A risk provision, built up on an individual line-item basis across delivery workstreams.

### **Contributes to the MOPAC Police & Crime Plan 2022-25<sup>1</sup>**

The CONNECT solution will transform how the MPS captures, manages and exploits its operational data to carry out its key mission of keeping London safe. At its core, the solution will enable the majority of the Met's operational processes, from receiving allegations of crime through its public website, to standardising its risk management procedures, establishing effective tasking and caseload management to initiating proactive operations and monitoring their outcomes.

This solution will help to reduce the amount of time officers have to interrogate different systems, ensuring that they can achieve an end- to- end service from crime reporting and investigation, gathering information, to creating and presenting case files for courts.

### **Financial, Commercial and Procurement Comments**

This information is contained in the restricted section of the report'

### **Legal Comments**

This information is contained in the restricted section of the report.

### **Equality Comments**

The Information Assurance and Information Rights unit within MPS have been consulted to ensure the project meets its compliance requirements. An Equality Impact Assessment (EIA) is in place and is subject to a further update. There remains ongoing work between the MPS and NEC to ensure that Assistive Technology requirements are appropriately factored in to the product and any subsequent roll out of the solution.

There is ongoing detailed work and engagement with all key stakeholders to ensure that the core CONNECT solution as well as the training material currently being completed meets accessibility criteria. There may be issues outstanding which require further investigation as the programme completes the final end to end testing of assistive technology components, these will be addressed at this stage.

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



### **Privacy Comments**

The MPS is subject to the requirements and conditions placed on it as a 'State' body to comply with the European Convention of Human Rights and the Data Protection Act (DPA) 2018. Both legislative requirements place an obligation on the MPS to process personal data fairly and lawfully in order to safeguard the rights and freedoms of individuals.

Under Article 35 of the General Data Protection Regulation (GDPR) and Section 57 of the DPA 2018, Data Protection Impact Assessments (DPIA) become mandatory for organisations with technologies and processes that are likely to result in a high risk to the rights of the data subjects.

The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the programme meets its compliance requirements.

A DPIA has been completed for this programme. The programme will ensure a privacy by design approach, which will allow the MPS to find and fix problems at the early stages of any project, ensuring compliance with GDPR. DPIAs support the accountability principle, as they will ensure the MPS complies with the requirements of GDPR and they demonstrate that appropriate measures have been taken to ensure compliance.

### **Real Estate Implications**

There are no Real Estate implications associated with the CONNECT programme.

### **Environmental Implications**

Any third party contracts agreed as part of this project have ensured that suppliers comply with environmental legislation or policy. In particular, the project delivery contracts, which include provisions that suppliers, comply with relevant clean air policy (e.g. Ultra Low Emission Zone).

Any procurement, recruitment and estate management within the connect project has considered the impact and tried to realise any potential that could make a real social and economic impact on the local community and London. The solution will perform and support critical work in our communities enabling 9 legacy systems to be integrated into core system.

### **Background/supporting papers**

1. Supporting papers are exempt from publication.

Report author: Matthew Horne, Deputy Assistant Commissioner, Transform Programme Delivery

**Part 2 – This section refers to the details of the Part 2 business case which is NOT SUITABLE for MOPAC Publication.**

The Government Security Classification marking for Part 2 is:  
OFFICIAL-SENSITIVE [COMMERCIAL]

Part 2 of the *CONNECT, Full Business Case Update* is exempt from publication for the following reasons:

- Exempt under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011 (Data Protection Section 43 – Commercial Interests); and
- The relevant sections under the FOIA that would exempt this information from disclosure, particularly Commercial Interest Section 43

The paper will cease to be exempt when the relevant commercial decisions set out within the refreshed FBC3 have been contractually agreed and publicised via the relevant channels.

### **Purpose**

1. The purpose of this briefing note is to provide details of a major update to the CONNECT Full Business Case (3<sup>rd</sup> version) and to seek decisions relating to additional programme funding and revisions to commercial arrangements.

### **Summary and Recommendation**

2. This document summarises version 3 of the Full Business Case (FBC) for CONNECT, providing details of changes and additions made since version 2 of the FBC which was published in February 2022.
3. Version 3 of the FBC incorporates scope and costs associated with completion of the CONNECT programme and addresses the operational costs associated with operating CONNECT in a business-as-usual context.

### **Decisions Required**

#### *Financial Decisions*

MOPAC is invited to approve the following:

4. CONNECT requires investment of £49.927m to be included in the capital plan and £56.694m to be included in the Medium-Term Financial Plan (MTFP), to continue support of the implementation of the solution as well as maintain operational services for the 10-Year Total Cost of Ownership period outlined in the Original Met Integrated Policing System (MiPS) Full Business Case (FBC); 2018 through to 2028.
5. The additional investment is required to accommodate:

- a. Changes in scope to maintain critical MPS operational capabilities at go-live (additional Capital: £6.287m / Revenue: £10.679m)
  - b. Changes in programme delivery approach, specifically a change in the delivery of training to 223,500 users providing classroom-based training in addition to online training, (additional Revenue £3.509m)
  - c. Other changes due to programme delays incurred to date, with drop 2 implementation date movement from May 2023 to February 2024 (additional Capital: £15.949m, addition in Revenue of £6.522m)
  - d. Changes to post go live support (Capital £23.092m, Revenue £33.889m)
  - e. Other smaller additional items e.g., IIP stabilisation and addition of risk provisions Capital £4.599m, Revenue £5.659m.
6. Note that the implementation of CONNECT will incur substantial incidental revenue costs to all Business Groups. Significant operational abstractions have, and will continue to, occur in support for the classroom-based training. Some of these abstractions may need to be supported by overtime payments. These projected costs have been factored into the required funding envelope set out in this business case c£2m, though may be funded by business units.

### *Commercial Decisions*

Executive Committee is invited to approve commercial matters as follows:

1. A £22,048m extension to contract value (50% of the original contract value) to the MIPS Implementation contract with NEC Software Solutions Ltd (new Contract value £87,344m).
2. A £249k extension to contract value (50% of the original contract value) to Connect Programme Director Role contract with Ernst & Young LLP (new Contract value £748k).
3. The direct award of a contract for CONNECT Interfaces deliverables to Ernst & Young LLP via the Technology Services 3 Framework with a total contract value of £5.000m and a term of 1 year.
4. The direct award of a contract for CONNECT Business change deliverables to Ernst & Young LLP via MCF3 Framework with a total contract value of £5.250m and a term of 1 year.

5. The direct award of a contract for CONNECT Technical consultancy resources to CGI Inc. via SPF2 Framework with a total contract value of £1.700m and a term of 1 year.
6. The direct award a contract for CONNECT PMO resource to Finyx Consulting Limited via MCF3 Framework with a total contract value of £4,650m and a term of 1 year.
7. The direct award of a contract for retaining data integration resources to SAS Software Ltd via G-Cloud Framework with a total contract value of £810k and a term of 1 year.
8. The direct award of a contract for SMS messaging service to Government Digital Service, Cabinet Office with a total contract value of £2.000m and a term of 1 year with extension options up to 5 years.
9. Delegation of authority to the Director of Commercial Service to award contract value and duration extensions to the above contracts. This will be subject to a 'dual key' arrangement in which the Director of Commercial Services and a Senior System Owner will jointly act as signatories in these approvals. Note: Prior to implementation of Drop 2, the Senior System Owner will be deemed to be the Senior Responsible Officer.

The above commercial decisions are required in order to enable the successful delivery of the programme and transition to business as usual. The financial decisions will ensure sufficient funding is in place for these decisions to be taken, supplementing remaining approved budget. However, commercial decision #1 ensures provision of sufficient funding up to and beyond Go Live and through to the end of the business case period (2028).

### **Background and Context**

8. At the time of inception in July 2018, CONNECT (formerly known as Met Integrated Policing System) formed a significant and critical part of the MPS change portfolio; the implementation of an integrated end-to-end policing solution was deemed to be critical to the success of the future operational blueprint for MPS, and as an enabler of efficient and effective operational services.
9. CONNECT is an ambitious but essential undertaking for MPS helping us to data duplication, establishing links between data held, resulting in more meaningful searches on a single, rather than multiple systems. The MPS is one of just three forces without a modern integrated policing system, which enables data to be captured, linked, and presented, but implementation and delivery has seen significant challenges. Delays to implementation have meant that the project is 2.5 years behind original schedule. Drop one stability, new interfaces and the lack of supplier experience at this scale has given a poor user experience for many of our officers and our partners in the system, negatively impacting on performance. Drop two is necessary to complete implementation and achieve the benefits of linked data. Any alternative solution would take many years to

implement and the MPS has taken steps to better protect its officers and performance by enhancing training and delaying go live to February 2024 so that technical changes to address flaws in the system and improve stability can be introduced.

10. The target outcomes resulting from CONNECT may be summarised as follows:

- Enable MPS to become a relentlessly data driven organisation, prioritising the replacement of systems which inhibit this.
- Reduce and eradicate duplication of data and information – Whilst MPS continually seeks to drive operational improvements, the existing systems landscape requires re-keying of some information and/or inconsistencies in common data held in multiple systems. CONNECT will provide a single source of policing information.
- Establish meaningful links between data held – This will result from the implementation of the POLE model within CONNECT, providing unambiguous links between data held. This in turn will provide 'richer' views of data to officers and staff and will provide the ability to conduct meaningful searches which, today, require time consuming searches to be undertaken on multiple systems.

11. Overall, CONNECT was designed to put better operational information at the fingertips of our officers and staff. The quantifiable cashable benefits case for CONNECT is low due to delays, better knowledge about what it will take to support CONNECT after it has gone live, and the need to supplement CONNECT capabilities. This is compounded by some benefits associated with CONNECT (e.g., systems decommissioning) being accelerated or captured elsewhere and because the MPS is investing in the operational data management it has long needed, but hasn't invested in, to ensure data is captured and managed appropriately in accordance with the legislative framework. This is significant as it is a matter of concern to MPS and oversight regulators that the MPS meets its data obligations. The benefits case for non-cashable savings continues to be extant (e.g., reductions in multiple-keying, better data utilisation).

12. The value of the principal contract placed with Northgate, now NEC, was £44.1m. The contract value has been uplifted to £65.3m and, within FBC3, it is proposed to further uplift this by £38.3m.

13. The remainder of this note sets out the headline changes in the business case and the reasoning behind them.

### **Investment Required**

14. The investment required to complete the implementation of CONNECT and to sustain operation is driven by six main factors:

- a. Changes in programme delivery approach, specifically a change in the delivery of training to 23,500 users, providing classroom-based training in addition to online training.  
[Additional revenue £3.509m]
- b. Changes due to programme delays incurred to date, with drop 2 implementation date movement from May 2023 to February 2024.  
(Additional Capital: £15.949m, addition in Revenue of £6.522m)
- c. Changes in scope so as to maintain critical MPS operational capabilities at go-live.  
[Additional Capital: £6.287m, addition in Revenue: £10.679m]
- d. Changes to arrangements for post go live support  
[Revenue £28.326m].
- e. Establishment of a change fund to accommodate MPS led transformation, continuous improvement, and mandatory change.  
[Capital £23.092m].
- f. Other smaller additional items e.g., IIP stabilisation and addition of risk provisions.  
[Capital £4.599m, Revenue £5.659m].

15. *Changes in programme delivery approach:* A change in training approach is required to successfully deliver the benefits of the programme and drive adoption of CONNECT across the organisation. The Drop 1 training plan focused on digital end user training, whereas Drop 2 will be supported by classroom-based training for highly impacted users. During the early phases of Drop 1 Go-Live, it became clear that the exclusive use of a digital approach to training delivery was not sufficient to drive adoption across the organisation. As a consequence, a decision was taken to focus on face-to-face training to improve learning and adoption results. The new proposal defines training for 22,500 officers and staff (2 days of face-to-face training).

16. *Changes due to programme delays:* Following a period of programme exception (July 2023), and replanning, the decision was taken to move Drop 2 implementation from May 2023 to February 2024. This resulted from two main factors:

- a. Drop 1 issues required the delivery of a series of patches and delivery focus by NEC impacting the Drop 2 delivery schedule with Drop 1 continuing to operate under Early Life Support (ELS). This means that the criteria necessary for CONNECT to operate under 'business as usual' support arrangements have not been met. There remain three 'patches' to be deployed during November – December 2023 to rectify issues in Live Service.

- b. A revised training approach, as described above, has required the training duration to be extended to 12 weeks. The orchestration and delivery of this type and scale of training requires considerable effort, and this has also been factored into plans.

17. *Changes in scope so as to maintain critical MPS operational capabilities:* Whilst the programme will largely be delivered using the integrated CONNECT solution, specific additions will be required to meet the complex needs of the MPS and maintain required capabilities. These additions comprise specialist software to enhance the operation of the system for specific groups of users but do not compromise the integrated nature of the system. In summary, these are as follows:

- a. Advanced Search - ThoughtSpot has been incorporated into the solution to enable complex end user queries (which are performed today) to be conducted in a simple and user-friendly way.
- b. System Audit Functions – Splunk will be implemented to meet the rigorous policing requirements of system auditing, and compliance standards (including identification of inappropriate use).
- c. Application Performance Monitoring - CONNECT is a mission critical system and it is essential to maintain full planned availability and performance. An independent review concluded that enhanced systems monitoring should be incorporated and Dynatrace, a class leading third party solution, is being incorporated in the CONNECT environment.

18. *Changes to arrangements for post go live support:* Since publication of FBC2, consideration has been given to the arrangements to maintain, enhance and govern (“support”) the CONNECT solution when it enters operational service. This is driven through experiences supporting the solution post Drop 1, an assessment of NEC obligations and recognition of the service risk the MPS will need to accept. FBC2 provided an extensive view of the Technology and Operational costs required to support CONNECT, including:

- a. NEC Licensing Support and Maintenance costs.
- b. Capgemini Infrastructure Support/Maintenance.
- c. In-Housing Interface Support and Licensing.

18.1 Funding for these services is accurate and reflects a continued need. However, wider lessons learned following Drop 1, the volume of change expected to the application in service and the complexities of the operating ecosystem have created a requirement to strengthen the key resources (specifically Service & System Integration) required to manage change to

the solution but also provide additional resource to provide user support, manage NEC, and ensure data processing compliance.

18.2 Annex I to the FBC3 (Support and Governance) provides a full breakdown of this need, the headcount required and how it will be sourced. Without this resource, the MPS will be unable to manage the service risk associated with a solution as complex as CONNECT as it changes across its operational life.

18.3 The Support and Governance model designed for MPS has been compared with the model in use within West Midlands Police (WMP). This model is very similar, with the exception that WMP utilises a managed service for systems integration services, whereas MPS will perform these services in-house. The resource model has been scaled appropriately to account for the relative size of the forces, taking consideration of efficiencies that MPS may achieve through scale.

18.4 Consideration has also been given to the potential to 'ramp down' the Support and Governance resources over years 2 – 4, reducing headcount by around 16%.

19. *Establishment of a change fund:* NEC is responsible for providing (and funding) changes in core functionality, security or reliability enhancements, and other changes that may result from legislative change. These changes are planned and delivered through a NEC coordinated national roadmap. It is anticipated that MPS will require additional changes to be delivered to meet MPS specific priorities, and it is proposed that a CONNECT Change Management Fund is established. The types of spend expected to be include:

- a. Changes resulting in new functionality required post Go-Live (e.g., PND Post D2 accreditation, Mobile delivery, MI).
- b. Changes required to accommodate integration with new systems, including national systems such as Command & Control (C&C) and National Law Enforcement Data Programme (NLEDP).
- c. Changes to infrastructure, including networks, hosting and additional hardware.
- d. Estimated costs include provision for acceptance, testing and integration of 2 major and 2 minor CONNECT releases each year, and MPS specific enhancements.
- e. Estimated costs include provision for acceptance, testing and integration of 2 major and 2 minor CONNECT releases each year, and MPS specific enhancements.



19.1 The estimates have been based upon a benchmark of 5% of total development costs. This is noted to be conservative.

19.2 DDaT will conduct a commercial review after year 1 of service operation to review actual spend and profile anticipated spend across year 2-4. This will be controlled via a Transition Plan with reporting into DDaT Board for oversight and assurance. Future year forecasts will also be reviewed at this point.

20. *Other smaller additional items:* This category of cost comprises enabling items required to deliver CONNECT, including:

- a. Legacy applications modifications to accommodate CONNECT.
- b. Condor (data centre) migration.
- c. CONNECT to TFL data feed.
- d. CONNECT Support Team (Helpdesk) hardware.
- e. Other items below c. £250k.
- f. A risk provision, built up on an individual line-item basis across delivery workstreams.

21. The Net Present Value (NPV) of CONNECT over the 10 Year Total Cost of Ownership period is now estimated at -£144.630m, which includes indirect non-cashable benefits, compared to an NPV of £214.7m estimated in the Original MiPS FBC.

22. Note, the request for £23.3m capital enhancement, changes to post go live was previously included in the Strategy and transformation capital programme, as part of the long term strategy line. Therefore although approval is sought to spend against post go live for Connect, it was already in the capital plan albeit under another heading. The remaining capital amount requested of £26.834m, has formed part of the November 23, and revised Connect Capital Programme submission.

Additional Capital Requirement broken down by	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	TOTAL
Change in Scope	4.392	1.895	-	-	-	6.287
Delay due delivery timelines	15.949	-	-	-	-	15.949
Future CONNECT Enhancements	-	5.092	6.000	6.000	6.000	23.092
Other	2.486	2.112	-	-	-	4.598
<b>Capital Shortfall / (Surplus)</b>	<b>-</b>	<b>22.827</b>	<b>9.100</b>	<b>6.000</b>	<b>6.000</b>	<b>49.927</b>

Table 1 Additional Capital Request

23. The revenue additional requirement of £56.694m has now been included in the MTFP.

Additional Revenue Requirements Broken down by		FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28
Change in Scope		1.429	2.527	2.393	2.306	2.294	10.949
Change in Delivery Training		29.409	-	-	-	-	29.409
Change in delivery Overtime for officers attending training		2.000	-	-	-	-	2.000
Delay due change in Delivery timelines		5.928	0.594	-	-	-	6.522
Post Implementation costs		-	-	-	-	-	-
Post-go-live Connect Support Team (CST) in S&G Model		-	1.850	1.500	1.500	1.500	6.350
Post-go-live Data Office in S&G Model		-	1.852	2.223	2.223	2.223	8.521
Post-go-live Application Delivery in S&G Model		-	3.799	3.119	3.028	3.028	12.975
Post-go-live Service Delivery in S&G Model		-	0.240	0.240	-	-	0.480
Other		- 0.392	2.408	1.217	1.117	1.308	5.658
<b>Gross Variance</b>	<b>-</b>	<b>38.374</b>	<b>13.270</b>	<b>10.692</b>	<b>10.174</b>	<b>10.353</b>	<b>82.864</b>
Reserves:- Splunk approved BJP	(0.270)	-	-	-	-	-	(0.270)
Reserves:- Training approved BJP	-	(25.900)	-	-	-	-	(25.900)
<b>Total identified funding sources</b>	<b>(0.270)</b>	<b>(25.900)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(26.170)</b>
<b>Revenue Shortfall / (Surplus) after identified funding sources</b>	<b>(0.270)</b>	<b>12.474</b>	<b>13.270</b>	<b>10.692</b>	<b>10.174</b>	<b>10.353</b>	<b>56.694</b>

Table 2 Additional Revenue Request

## Governance & Delivery Assurance

24. It is currently planned that CONNECT will continue to operate as a programme until 31<sup>st</sup> May 2024 and during this period, governance based on industry accepted practice (adapted for MPS and CONNECT) will continue to operate. This includes the operation of a Steering Group (currently meeting weekly to support critical decision making), a Programme Board and an Operational Readiness Board. In addition, we have added a continuous external arrangement.

25. DDaT has responsibility for operation of the live service for Drop 1 of CONNECT and is fully represented within the governance arrangements described above.
26. CONNECT also utilises independent assurance through the use of:
  - a. Non-Executive Directors, attending Steering Group and providing independent advice and scrutiny.
  - b. Delivery Assurance, with specific reviews conducted in line with Readiness Gates. This assurance activity is conducted by Baringa.
27. Following the implementation of Drop 2 and transition into 'business as usual' support, established governance arrangements will be adopted, and these are outlined with Annex 1 of the FBC. These arrangements will support day to day operation of CONNECT and will also incorporate:
  - c. Forums and working groups to enable evaluation and prioritisation of future CONNECT enhancements.
  - d. Annual review of the CONNECT change portfolio, and development of proposals to draw down upon the budgeted change fund.

### CONNECT Benefits

28. CONNECT is designed to deliver change within MPS that will enable officers and staff to capture, search and utilise data in ways that are not possible today. MPS is one of only three forces in the UK that operates without integrated operational systems.
29. The MPS operates with several end-of-life legacy systems many of which are at risk of no longer being supported. These include, CRIS (crime investigation), CrimInt (intelligence, tasking and briefing), NSPIS (custody), COPA (prosecution), CIS (custody images), and CJU Property.
30. The wider strategic benefits of the programme can be broadly grouped into the following five categories. These will help bring non cashable savings through efficiencies that wider future programmes can build upon to realise potential cashable savings:

	Benefit	Description
1	<b>Improved management of workloads and tasks</b>	Work will be allocated at individual user, team, and unit level via CONNECT work trays (enabling the tracking and management of tasks / workloads). This will enable officers, staff, supervisors, and managers to track allocation of work, manage internal demand and initiate actions. This will allow for transparency, grip, re-allocation and reduce the risk of missed actions and degradation of service to the public.

	Benefit	Description
2	<b>Consistent Risk Management</b>	The introduction of an integrated system with specific workflow will dramatically improve the consistency of risk management. Examples including integration of the DASH risk assessment within safeguarding, the Newcastle Risk assessment within Custody and THRIVE+ within the CONNECT solution will drive consistent decision making and risk management across the MPS.
3	<b>Rich intelligence through establishment of POLE Database</b>	<p>The introduction of a POLE database which allows 'links' between data in the system to be formalised will enable officers and staff to quickly visualise the links between data sets and 'join the dots' far quicker than can be currently done across siloed systems.</p> <p>This rich intelligence can be used to improve the quality of decision-making based on an improved understanding of collective threat, harm, and risk.</p>
4	<b>Direct PNC Access for officers and staff and further national and international database access and search</b>	CONNECT provides direct access for Officers and selected staff to perform 8 of the most common PNC searches which will allow for improved decision-making based on national datasets as well as MPS-specific ones.
5	<b>Increased Productivity</b>	The use of the CONNECT Go mobile app to allow officers to update the system at the scene of an incident (e.g., booking in property items, completing witness statements etc.) allowing live time system updates and immediate availability of information to CONNECT users. From Drop 2, users will be able to process a case and pull relevant data into a case file at the optimum time. End to end digital property management will also enable significant benefits for the MPS, given the current dependency on paper-based processes. The functionality will allow the MPS full oversight of property locations items, allocation and further transparency on decisions related to those items.

Table 3 CONNECT Benefits

31. Benefits will be re-baselined in 2024 prior to Go-Live in two stages, Drop 1 (Custody, Case and Property functionality) went live in November 2021 and Drop 2 (Intelligence and Investigation functionality) due to go live in February 2024.

## CONNECT ACTIVITY PRIOR TO DROP TWO

32. The CONNECT programme has commenced the activities required to implement Drop 2 and key activities are significantly advanced. These activities include training, end user engagement, and change management, system testing and preparation of the technology and system environment.
33. Scheduling of end user training has been completed for more 91% of 43,500 users, and train the trainer and super user training are well advanced.
34. End user training commenced on 23 November 2023, and will conclude in February 2024, with Drop 2 go-live scheduled for 27 February 2024.
35. Readiness gates focused on technical readiness and business readiness are scheduled for 30 January 2024 and 26<sup>th</sup> February 2024 respectively. ExCo will be consulted ahead of these gates.

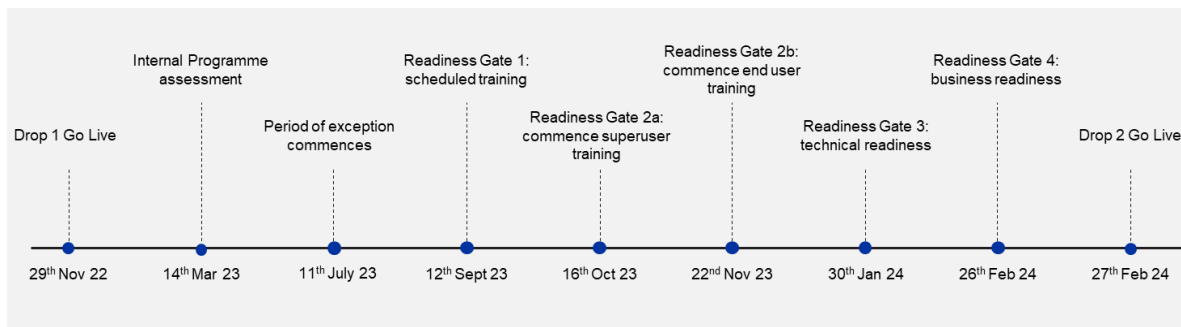


Figure 1 CONNECT Drop 2 Readiness Gates

36. Following the implementation of Drop 2, a period of 'hyper care' will take place, over six weeks. During this period, ending 12 April 2024, enhanced end-user support and technical support will be provided.
37. Coordinated end user support and system support will be provided by the CONNECT programme team and DDaT until 31<sup>st</sup> May 2024, at which point CONNECT will transition to 'business as usual' operation. This will be provided in accordance with the Support and Governance arrangements outlined in annex 1 of the FBC.

## Appendices

1. Version 3.25 of the CONNECT Full Business Case is appended.