



MAYOR OF LONDON  
OFFICE FOR POLICING AND CRIME

## MBS Request for FY24/25 Funding & SSCL Services Extension Briefing

### MOPAC Investment Advisory & Monitoring meeting – 08/03/2024

Report by Mark Craddock on behalf of the Marie Heracleous

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

#### EXECUTIVE SUMMARY

In October 2023, we presented our strategy for negotiating extending Services with Shared Services Connected Limited (SSCL) and implementing Met Business Services (MBS).

The programme is now entering the next phase and is requesting approval to extend the SSCL contract, retrospective approval for funding of 2023/24 activity, and approval to release funding for 2024/25 of £6.986m as outlined below, with further detail provided in the Part 2 report.

#### Recommendations

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

- a) **An approval to extend** the current SSCL Services by an additional two years to September 2027.
- b) **Approval for £4.0M of funds to delivery MBS transformation**, continuing the implementation of Met Business Services (formerly MSS) delivering NMfL and driving end-to-end process transformation, including improving end user experience and improved integrity of corporate data;
- c) **Approval for £1.7M to enhance MBS run capabilities** – data integrity team alongside ongoing data cleanse (a key enabler for Resourcing the Met), service improvement, service management, supplier assurance, reporting teams;
- d) **Approval for £1.2M of funds for additional commercial activity** – the activities are outlined in the Part 2 report;
- e) **Retrospective approval of £5.6M of funds for FY23/24 work** already provided for in centrally held reserves.

#### Time sensitivity

A decision is required from the Deputy Mayor by **18/03/2024** (as per 10 days post IAM) This is because of the pre-election period, and the need to secure budgets for FY 24/25 and proceed to contract finalisation with SSCL.

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

### **Introduction and background**

1. The contract for the existing SSCL services and associated PSOP system is due to expire in September 2025.
2. There is an urgent need to upgrade to a modern system and services, and in January 2023, (PCD 1357) it was proposed that this could be achieved within the remaining contractual timescales, by September 2025, with a further 12 months transition assistance support.
3. However, as shared with MOPAC in November 2023, further discovery work in 2023 and initial market engagement has demonstrated this timescale was unrealistic and potentially risky due to:
  - a. the highly integrated nature of the current ERP (82 interfaces to other critical MPS systems);
  - b. the bespoke, non-standard nature of the current processes and systems;
  - c. the (un)readiness of the market to take on such a complex and bespoke service, reducing competition and not delivering future value for money for MPS.
4. A contract extension of two years will provide sufficient time to run a fully compliant procurement process, build the system and migrate the services in the remaining contract timescale: the extension allows us to make some upgrades, whilst reducing risk and securing some cost reductions from SSCL.
5. During the extension period, work will be undertaken to address current service issues, including standing up new capabilities to prepare MPS for the upgrade and move towards industry-standard processes, which can be more competitively tendered.
6. The Part 2 paper provides more detail on the breakdown of the £6.986m. However, in summary, the funding will help support NMfL in fixing the foundations and addressing Casey Report recommendations by delivering:
  - a. **Integrated, sensible end-to-end services**, simplified workflows and improved end-user experience, freeing up staff and frontline officers to focus on their jobs. An early pilot will be the joiners 'street-to-seat' service, which will drive a fully joined-up process from initial application through onboarding to applicants being fully inducted in a role: our objective is a much faster, more reliable, better quality and easier to navigate service, supporting quality recruitment. Initial discovery work has identified a number of other opportunities, both tactical and strategic where end-to-end thinking can significantly reduce the burden on staff and officers alike, e.g. expenses, equipment ordering, workplace assessments etc.;
  - b. **Improved Corporate Data Integrity, a key enabler for Resourcing the Met**: the programme will improve the overall quality of our data in

HR, Finance and Commercial, which, in turn, will drive faster and better insights and decision-making, helping our leadership more effectively allocate MPS resources, eliminating the need for regular data cleansing and make it much easier for users to enter, maintain and be accountable for their data;

- c. **Enhanced MBS Capabilities to drive value-for-money**, such as supplier assurance, service and continuous improvement and end-to-end service management, building on and consolidating with work already undertaken in OSS. This is particularly critical in getting value-for-money from our providers whilst holding them to deliver high service and quality standards, impacting on most MPS employees. This includes both the current SSCL contract, other P&R providers such as Optima and the future BPS replacement provider.
7. As part of market engagement activities in FY24/25, in addition to the preparation activities outlined in paragraph 6, MBS will use the extension period and market feedback to determine the following opportunities for the next competitive tendering:
  - a. Options for collaboration on services with the broader Greater London Authority (GLA) e.g. Transport for London;
  - b. Options to change the operating model, including insourcing of activities into the new MBS entity, which were not available in the original outsourcing in 2015;
8. Finally, we recognise the need to continue to work with SSCL during the extension period to address any assurance issues and deliver improved services and process: all actions of from the FY22/23 assurance findings have been implemented and there is evidence of a much improved position on FY23/24, particularly on internal audit report ratings. Nevertheless, we recognise the need to work further with SSCL over FY23/24 to further enhance existing service delivery and remain vigilant in addressing any further assurance findings.

#### **Issues for consideration**

9. The extension of services will be executed under Regulation 32, due to expiry of the framework agreement in Sep 2025.
10. MOPAC will be required to sign the new contract and our plan anticipates having this contract ready for signature by the end of June 2024.
11. As a result of the market engagement phases, we anticipate presenting a Full Business Case to IAM near the end of FY24/25. Part 2 provides an outline of the business case, including expected costs and benefits from the programme over the next ten years, given need to replace the system and requirement to retender the services, but is not a request for funding beyond FY24/25.
12. The programme will seek opportunities to update IAM at regular intervals during the course of FY24/25, linked to major milestones and, in particular, feedback received from the market on timing and cost estimates. Detailed planning is

underway of the engagement activities, and we will propose a plan for updates to IAM when the SSCL extension of services contract is presented in June.

### **Contributes to the New Met for London (NMfL) Plan and / or MOPAC Police & Crime Plan 2022-25<sup>1</sup>**

13. Whilst the new contract and eventual system replacement will drive financial benefits in the next couple of years and longer term transformational benefits, to support NMfL there is also an urgent need to deliver end-to-end process and data transformation and service improvements in the immediate and medium term to fix the foundations, and this will be the focus of the new MBS organisation, summarised in paragraph 6.

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

14. The £6.98 includes the stand-up of new MPS in-house capabilities and procurement 3<sup>rd</sup> Party commercial and business process transformation support and interim SME support (e.g. Data and Reporting). This is funded from within the approved New Met for London investment budget.
15. £5.5m funding combined with the approved £3.1m approved in PCD1357 funded MBS programme work to end March 2024. As shared with IAM in November, £6.1M was already available and held in centrally held reserves and covered this request.
16. In terms of delivering the London Anchor Institutions' Charter, as the operating model for MBS is developed, where opportunities exist to add additional roles and capabilities into MBS, the need to reverse the pattern of rising unemployment in London will be considered in terms of location selection.

### **Legal Comments**

17. As outlined, based on internal and external legal advice, the services will be extended under a new contract according to Regulation 32.
18. Regulation 32 permits MOPAC to use the Negotiated procedure without prior publication of a contract notice to negotiate with, and subsequently award a contract to, a sole economic operator in a limited number of cases. Specifically, 32(1)(b)(iii) provides this procedure is permitted where the services can be supplied only by a particular economic operator due to the protection of exclusive rights, including intellectual property rights. This report confirms this condition is met.
19. The MOPAC Scheme of Delegation and Consent provides the Deputy Mayor for Policing and Crime ("DMPC") has delegated authority to approve:
  - a. Business cases for revenue or capital expenditure of £500,000 and above (paragraph 4.8); and
  - b. In the case a new contract is awarded without competition under regulation 32, all contracts exemptions valued at £100,000 or above (paragraph 4.13) or, in the case the current contract is extended under regulation 72, to approve all unforeseen variations and extensions to

---

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

contracts with an original value of £500,000 or above, when the variation or extension is greater than 10% of the original value and/or is for a period of more than 12 months (paragraph 4.13)

### **Equality Comments**

**20.** This work does not change any aspects relating to equality or diversity.

### **Privacy Comments**

**21.** 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.

An initial DPIA has been completed for this programme, which was reviewed with the DAPIAN Team. Updates will continue throughout the programme duration.

The initial advice from the DAPIAN team was that a full DPIA should only be initiated once the decision taken on market engagement and initial requirement gatherings for the new systems was underway, which would better inform the responses to the full DPIA screening questions.

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**

**22.** Estates - Once BAU sizing is complete assumptions are MBS will be accommodated inside the existing estate.

### **Environmental Implications**

**23.** Any third party contracts agreed as part of this programme will ensure that suppliers comply with environmental legislation or policy. In particular, the programme delivery contracts include provisions that suppliers comply with relevant clean air policy.

### **Background/supporting papers**

**24.** No additional papers included.

Report author: Mark Craddock, MBS Programme Director,

**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

OFFICIAL-SENSITIVE ORGANISATIONAL

Part 2 of Repositioning of Met Business Services (MBS) 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).
- Exemptions from disclosure under the FOIA:
  - Commercial Interest Section 43
  - Legal Professional Privilege Section 42

The paper will cease to be exempt until December 2027, once the variation with SSCL is complete and the final competitive retendering is complete.