



MAYOR OF LONDON  
OFFICE FOR POLICING AND CRIME

## Command and Control –Business Case Extension Paper

MOPAC Investment Advisory & Monitoring meeting, 16th December 2024

Report by Jamey Johnson-Cottrell, SRO

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

### EXECUTIVE SUMMARY

1. This document summarises a Business Case Extension Paper (BCEP) for the Command & Control (C&C) programme, detailing additional funding required to 31<sup>st</sup> December 2024.
2. A revision to the Full Business Case (FBC) for C&C is progressing through MPS and MOPAC governance and will be presented for MOPAC consideration following ExCo on 17<sup>th</sup> December 2024.
3. Decisions are required in respect of interim additional funding to 31<sup>st</sup> December 2024.

### 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, requiring additional capital:**
  - a. Funding in respect of milestones for which completion criteria have been or will be achieved by 31<sup>st</sup> December 2024;
  - b. Funding for programme resources to 31<sup>st</sup> December 2024;
  - c. Initiation and contract award to Frequentis for LifeX for Despatch radio interface in order to meet Home Office timelines for transition to the Direct Communications Server (DCS) to maintain radio service; and
  - d. Improvements to the Unisys platform to support the continued interim operating model

### Time sensitivity

A decision is required from the Deputy Mayor by 20<sup>th</sup> December 2024.

### Introduction and background

The challenge of policing London is never fixed. London's population has grown significantly over the last 40 years and it is set to continue to grow, exceeding 9 million for the first time ever. As a result, demand on the MPS is growing in number and complexity. Like all public services, the MPS faces the challenge of keeping up with a constantly changing population and responding to emerging priorities, which often differ between and within geographical areas.

The current MPS delivery model for Command and Control is no longer fit for purpose and hampers the organisations ability to respond to the future demands of policing London. To address this challenge, the MPS is refining its strategy for contact, set out in Contact 2030, aligning with the National Contact Management Strategic Plan (2023-28); the realisation of this strategy is critically dependent upon modernisation of systems supporting MetCC, both to 'fix the foundations' and to provide a suitable platform which will enable the MPS to exploit the potential of AI, analytics, and automation. These technologies, and others, have the potential to enhance call handling efficiency, predictive capabilities, and incident management.

It is therefore paramount that the MPS has an appropriate Command and Control ("C&C") solution that can help cope with these demands and has the ability to evolve as demand changes.

### **Key Points for consideration**

1. Finance Review and Update: A full finance review and update of the document by the finance team including the addition of a Finance Appendix has been included in the latest interim case which covers:
  - a. Summary of the business case cover position for C&C
  - b. High level view on spend to date against the original FBC / BJP assumptions
2. Milestones: To maximise the chances of a successful Leidos delivery of a minimum viable product in March 2025, we recommend that we continue with the outline commercial agreement reached by the previous SRO and Transformation Director.  
The negotiated position was reached with input from commercial and finance colleagues and reviewed by the steering group which included 5 board members (Strategy & Transformation, DDAT, Finance, Commercial, NED). The milestones negotiated are included partly in the interim business case up to end December and in their entirety in the full case.
3. Radio Interface: We have to commission work to replace our radio interface and we are already carrying a risk of late delivery to the Home Office deadline of the end of 2025. This has been escalated to MPS by the Home Office and NPCC lead for ESN. Given the new commercial commitment (with Frequentis) to be made this month goes into next calendar and financial year it is included in its entirety in the interim business case.
4. Programme Team: The current composition of the programme delivery team was agreed by the previous SRO, and the BCEP includes the current spend level associated with this. A further review of the same will take place in January 2025 with the newly appointed SRO (appointed 9<sup>th</sup> December 2024).

The interim Programme Director (appointed 2<sup>nd</sup> December 2024) and the Technical Director are already reviewing the resources on the programme. Contractors are not working over the Christmas period and permanent staff will continue with their current duties and/or take some leave. Current activity includes testing and planning for implementation.

5. Scope: The new team will also work closely with the new SRO and business teams to assess which of the additional requirements beyond the minimum viable product are essential and which could be removed to increase the speed of delivery.

## MOPAC Police & Crime Plan 2022-25<sup>1</sup>

The delivery of solutions being developed by the C&C programme will both address operational constraints that we face today and provide a foundation that sets up the MPS for success with a modern technology solution that will benefit a future generation of policing.

The table below summarises how the C&C programme supports key MOPAC priorities, ensuring strategic alignment with wider aims.

Priority area	Description
Community crime-fighting: How the MPS will cut crime, rebuild trust and restore bonds with communities	The delivery of C&C will provide greater visibility of all MPS resources thereby increasing the efficiency and effectiveness of decision making, ensuring that the nearest and most suitable resource can be deployed in the right place, at the right time. This will provide greater opportunity for Police to make a difference in the highest crime, lowest trust communities.
Culture change: How the MPS will embed the values of policing by consent and build a strong culture focused on delivering for London	The delivery of C&C will improve public access to the MPS by supporting contact channels (such as digital), and allowing for crimes to be reported automatically from calls, to provide better support to victims. Messaging facilities will be able to update members of the public in real-time with relevant information whilst Police are en-route.

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

Priority area	Description
<p>Fixing our foundations: How the MPS will set up its people for success, giving staff the training, equipment and tools that they need to cut crime</p>	<p>The delivery of the new C&amp;C solution will support the MPS in setting up our teams for success by implementing a modern technology solution that will transform the way that C&amp;C services are delivered. After the initial challenge of changing business practices from an ageing CAD solution, the modern technology solution will be more intuitive and user friendly. This will ultimately reduce the amount of training needed to on-board and upskill new MPS hires, particularly across MetCC, First Contact and Despatch.</p> <p>For those on the front line, they will have access to much more information about the environment, history and intelligence which will improve the engagement they have with the public and aid the response to, and investigation of, crime.</p>

### **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 Leidos 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 key stakeholders to ensure that the core C&C solution 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.

### **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 C&C 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 C&C 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.

### **Background/supporting papers**

1. Supporting papers are exempt from publication.

Report author: Jamey Johnson-Cottrell, Director, Met Command & Control