

DMPC Decision – PCD 1829

Title: Service Now Fit for Future Build and Configuration

Executive Summary:

ServiceNow, the core MPS business application for Information Technology, more commonly known as 'My IT Service Desk' is increasingly difficult and costly to run due to historical customisation of the application.

The ServiceNow Fit for Future programme has been set up to re-implement the ServiceNow in a standard configuration which allows MPS to leverage improved features and simplifies future upgrades.

This paper seeks approval for funding to carry out the re-implementation and appoint a Supplier to carry out the works.

Recommendation:

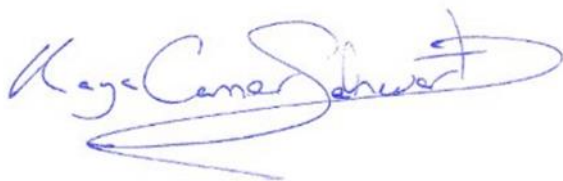
The Deputy Mayor for Policing and Crime, via the Investment Advisory and Monitoring meeting (IAM), is asked to:

- Approve funding for the Build and Implementation of the new ServiceNow platform and carry out required business change. The associated capital cost of £3.049m is fully funded in the draft capital plan to be approved by MOPAC with the MPS 2025/26 budget fully funded from MOPAC approved Digital Data & Technology (DDaT) capital plan
- Approve award of Project Work Orders to the Supplier under the Pegasus Infrastructure Services contract for £1.810m

Deputy Mayor for Policing and Crime

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. Any such interests are recorded below.

The above request has my approval.

A handwritten signature in blue ink, reading "Kaye Cramer Schwartz". The signature is stylized with a large, sweeping "S" and a horizontal line extending from the end.

Signature

Date 14/04/2025

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC

1. Introduction and background

- 1.1. ServiceNow is the core business application used by DDaT to manage IT services. The platform, more commonly known as 'My IT Service Desk' can be accessed by any member of staff in the MPS for raising IT Incidents and Requests. The platform is also utilised by a combination of service providers from MPS, Connect (NEC), Capgemini, Eviden (Atos) and BT to provide support and provides visibility of live service, trending, dashboards and retrospective performance.
- 1.2. It is used for managing our Information Technology infrastructure and day to day operations including implementation of technology changes, management of IT and Cyber risks and management of IT service availability. The platform is integrated with a number of core technologies providing digital IT support channels such as Teams and Virtual Agent, monitoring of IT services, network and infrastructure availability and self service provisioning of equipment to MPS Officers and staff via Smartlockers.
- 1.3. ServiceNow was deployed in 2016, and subsequently migrated to SaaS in 2019. The platform has become highly customised due to bespoke origins resulting in an overly complex architecture. This complexity limits the exploitation of the full potential of the ever-evolving platform and results in increasing cost and risk over time with limited return or value add.
- 1.4. As a consequence, to remain compliant with the contract, annual upgrades are high cost, high effort with no benefit other than providing ongoing supplier support, currently costing around £320K per year and rising.

2. Issues for consideration

- 2.1. The key objective is to use standard platform capabilities and transform IT Service Management processes, which will improve customer experience, reduce risk, remove technical debt and mature the operating model. It will enable future benefits by unlocking functionality which cannot currently be used.
- 2.2. The key financial benefit will come from moving platform upgrades into BAU. In addition, ServiceNow has agreed to delay the current contractual upgrade to enable MPS to re-platform. This gives a significant cost avoidance of £1.9m over the next five years. In addition, a reduction in annual service support charges has been agreed due to efficiencies from improved tooling.
- 2.3. Seed funding of £0.498m (included in the £3.049m request above) from the MOPAC approved Digital Data & Technology (DDaT) 2024/25 capital plan has been approved by DDaT Board for Design and discovery work to validate the strategic approach to re-platform. This has now been progressed sufficiently to ensure the standard functionality can meet the MPS needs.
- 2.4. The MOPAC Police and Crime Plan 2022-25 allocates capital for "implementing new technology and maintaining existing systems". More specifically, the ServiceNow Fit for Future programme aligns with the Fixing our Foundations element of the NMfL plan by standardizing MPS's IT service management tool and processes. These improvements will ultimately lead to reduced front-line time being lost to IT service issues.

3. Financial Comments

- 3.1. Financial and Commercial information is contained in the restricted section of the report.

4. Legal Comments

- 4.1. There are no legal issues arising from buying services under a valid contract which has already been approved.

5. Commercial Issues

- 5.1. It has been confirmed that the requirement is not within the scope of the core service charges of the Infrastructure Services Agreement and is not available as a catalogue service offering.
- 5.2. The services required to deliver this shall be procured as a Project Work Order on the Infrastructure Services Agreement.

6. GDPR and Data Privacy

- 6.1. 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.
- 6.2. 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.
- 6.3. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the programme meets its compliance requirements.
- 6.4. The programme does not use personally identifiable data of members of the public, so there are no GDPR issues to be considered.

7. Equality Comments

- 7.1. MOPAC is required to comply with the public sector equality duty set out in section 149(1) of the Equality Act 2010. This requires MOPAC to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations by reference to people with protected characteristics. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.2. As this is an upgrade to an existing service, the work does not change any aspects relating to equality or diversity.
- 7.3. As part of the implementation we will comply with all Met equality and diversity policies as identified by the Strategic Diversity and inclusion team, and seek advice where appropriate.

8. Background/supporting papers

None.

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 Service Now Fit for Future Build and Configuration paper 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 - Trade Secrets and Prejudice to Commercial Interests).

The paper will cease to be exempt upon completion of the contract. This is because the information is commercially sensitive and could compromise future procurement activity.

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOIA) and will be made available on the MOPAC website following approval.

If immediate publication risks compromising the implementation of the decision it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? YES/NO

If yes, for what reason:

Until what date:

Part 2 Confidentiality: Only the facts or advice considered as likely to be exempt from disclosure under the FOIA should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a **Part 2** form – YES

ORIGINATING OFFICER DECLARATION	<i>Tick to confirm statement (✓)</i>
Financial Advice: The Strategic Finance and Resource Management Team has been consulted on this proposal.	✓
Legal Advice: The MPS legal team has been consulted on the proposal.	✓
Equalities Advice: Equality and diversity issues are covered in the body of the report.	✓
Commercial Issues Commercial issues are covered in the body of the report.	✓
GDPR/Data Privacy GDPR compliance issues are covered in the body of the report .	✓
Drafting Officer Omo Okuonghae has drafted this report in accordance with MOPAC procedures.	✓
Director/Head of Service: The MOPAC Chief Finance Officer and Director of Corporate Services has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓

Chief Executive Officer

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Deputy Mayor for Policing and Crime.

Signature

A handwritten signature in black ink, featuring a circular loop at the start followed by a series of connected, slightly wavy lines.

Date 14/04/2025