MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

REQUEST FOR DMPC DECISION – DMPCD 2015 62

Title: Agile Scrum Teams

Executive Summary:

In June 2014 DMPC approved the funding of up to £3.5m to fund the agile scrum teams to continue to deliver the Total Technology Programme. This was subject to phased funding upon delivery of outcomes and regular and intrusive reviews every 4-6 weeks. Regular approvals have increased the total funding to £7.1m to end April 2015.

The MPS are now seeking approval for a further increase of funding of £1.651m to allow the continuing of the agile scrum teams until July 2015. This will bring the total approved funding to £8.7m.

Recommendation:

The DMPC is asked to

1. Approve the request for additional investment of £1.651m to allow the continuing of the agile scrum teams until July 2015.
2. Approve a contract variation for Capgemini services to cover the Capgemini costs within additional investment above, and
3. Note the total Agile estimated costs to end March 2016 is £10.9m.

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.

Signature   **Date** 27/5/15

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

Decision required – supporting report

1. Introduction and background

1.1. DMPCD 2014 049 approved the initial funding of up to £3.5m to fund the agile scrum teams to continue to deliver the Total Technology Programme. This was subject to:
  1.1.1. Phased funding upon delivery of outcomes
  1.1.2. Regular and intrusive reviews every 4-6 weeks
  1.1.3. Clear accountabilities for delivering to named individuals

1.2. Regular reviews and approvals have taken place in October 2014, December 2014 and February 2015.

2. Issues for consideration

2.1. The agreed strategy for the delivery of the Digital Policing Total Technology programme is via the UK Government preferred approach of agile development. In January 2014 DMPC approved the business case and the first tranche of funding (DMPCD 2014 003).

2.2. Further reviews and approvals have resulted in an approved total funding value of £7.1m. MPS are seeking approval for further funding of £1.651m to allow the continuing of the agile scrum teams until July 2015.

2.3. The current approved funding is £7.1m. This request will increase this to £8.7m. The estimated total Agile cost to end March 2016 is £10.9m.

3. Financial Comments

3.1. The funding request will be met from within existing budgets.

4. Legal Comments

4.1. The recommendation can be lawfully approved in accordance with MPS Contract Regulations and EU/UK law

5. Equality Comments

5.1. Suppliers will be assessed prior to entering into agreements to ensure they comply with relevant legislation. It will be the responsibility of the user departments to ensure that the MPS Equality and Diversity policies are adhered to through the life of the contract.

5.2. Suppliers may be asked to sign up to the Diversity Works for London Programme which assesses suppliers against the Equality and Diversity framework.

6. Background/supporting papers

6.1. MPS Paper

Public access to information

Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the MOPAC website within 1 working day of approval. Any facts/advice/recommendations that should not be made automatically available on request should not be included in Part 1 but instead on the separate Part 2 form. Deferment is only applicable where release before that date would compromise the implementation of the decision being approved.

Is the publication of **this** form to be deferred? NO

If yes, for what reason:

Until what date (if known):

Is there a **part 2** form –YES

If yes, for what reason: Commercial

ORIGINATING OFFICER DECLARATION:

	Tick to confirm statement (✓)
Head of Unit: Annabel Cowell has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	√
Legal Advice: The MPS legal team has been consulted on the proposal.	√
Financial Advice: The Head of Strategic Finance and Resource Management has been consulted on this proposal.	√
Equalities Advice: Equality and diversity issues are covered in the body of the report.	√

OFFICER APPROVAL

Chief Operating 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   Date 27|05|2015

TTP SCRUM TEAM REQUEST FOR RELEASE OF FUNDS – May 2015 – July 2015

Report by Interim Solution Delivery Director, Digital Policing on behalf of the Deputy Commissioner

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EXECUTIVE SUMMARY

This report requests approval for the draw down of £1.651m (£1.561m Capital, £0.090m Revenue) additional capital/revenue, from the previously approved individual Total Technology Programme (TTP) budgets to fund Mobility and other software development work from the TTP scrum teams for the period May to July 2015. This extends the previously agreed financial ceiling for the period February to April 2015. Requests for approval will continue to be made every three months until the end of the programme; current approved budget across TTP Programmes of £67.165m (figure includes Public Access and Core Policing Intelligence and Investigation and Custody which is not part of this funding request).

To date the developed software has enabled the introduction of a 'pilot' initiative with Mobility Programme which provides front line Police Officers with the ability to use mobile tablet devices to access MPS systems remotely for both the recording and retrieval of data including crime reports. Mobility have approved budget of £12.500m Capital and £2.041m Revenue across 13/14 and 14/15 of which spend to the end of Mar 2015 has been Capital £8.081m and Revenue £0.615m. In addition, Information Management - Metsearch, which provides access to PNC on the desktop computers, is in testing for IPad deployment taking place in May; Approved budget of £14.064m Capital and £0.170m Revenue with spend of £8.006m Capital and £0.231m Revenue to the end of March 15. The launch of the COPA policing application developed by the Core Policing Prosecution scrum team is a key component of a new case preparation and criminal justice application. Prosecution have an approved Capital budget of £2.050m with spend of £1.439m to the end of March 15.

The period to which this funding request relates will build upon these capabilities including extending the mobility pilot to provide Police Officers with remote access to the Police National Computer System.

Additionally, further work will be undertaken moving the MPS closer to introducing a new In Vehicle Mobile Application as well as enhancing Core Policing technology including the establishment of the mandatory two way interface with the Crown Prosecution Service.

Non-approval will mean SCRUM teams will be disbanded immediately and Mobility/police software will cease to be developed for the Total Technology Programme from the beginning of May 2015 necessitating a re-prioritisation of the current programme of work.

A. RECOMMENDATIONS - That

1. **approval is granted for the release of previously approved funding for Scrum Teams developing software for the Total Technology Programme, specifically:**

   - **The draw down of further capital and revenue of £1.651m (further details in Appendix A - Table A.1), for the period of May- July 15 funded from the individual TTP programmes' approved business cases. This extends the previously agreed total financial ceiling to a new limit of £8.704m.**

2. **Approval is granted for an ICT CAT 2 contract variation for Capgemini services to cover the CapGemini aspect of the scrum teams (£0.862m) as part of the draw down set out in Appendix A- Table A.1.d. The remainder will fund individual resources sourced from Reed via the Reed contract.**

B. SUPPORTING INFORMATION

1. Achievements to date have included the introduction of a 'pilot' initiative which provides front line Police Officers with the ability to use mobile tablet devices to remotely access MPS systems for both the recording and retrieval of data. Additionally the necessary technology and infrastructure has also been developed to support the overall programme.

2. Appendix B, C, D and E outline the achievements and spend against plan for individual TTP initiatives for the previous period February 2015 to April 2015. Likewise these appendices indicate planned deliverables and forecast spend for forthcoming period May to July 2015.

3. Bespoke software is a major component of three of the TTP Programmes; Mobility, Information Management and Core Policing. The business cases for these three programmes, approved in December 2013, recommended in-house development of the software. The TTP programme follows the industry best practice approach for software development known as "Agile Development", which prescribes using software development experts organised into teams called "Scrum Teams". Hence Scrum Teams have been established in Digital Policing.

4. The Scrum Teams (originally six in all) were sourced from REED and Cap Gemini. A forecast increasing demand for in-house developed software from the programmes led to a procurement action for additional scrum teams using GCloud suppliers. In May 2014, PWC recommended that the rate of software delivery *remained at the same level* (then six scrum teams) until the business had completed their own business cases, therefore the GCloud option was not exercised. At the same time PWC reviewed our agile development activities and concluded they were appropriately managed. "The activities currently being developed are Category 1 (i.e. programmes that are already running, have clear requirements, clear sponsorship by the business/operations, and a clear plan for delivery)", and therefore should continue.

5. In June 2014, MOPAC approved the continuing deployment of scrum teams on the Total Technology Programme, but requested re-approval every 4 weeks. In October there was a separate request to the Deputy Mayor to increase the re-approval period to 3 months to allow negotiation of discounted rates from suppliers (currently up to 20%). The limit of total expenditure on scrum teams was increased as set out in Appendix A - Table A.1, to continue development on approved programmes until the end of April 2015. That request was approved by the Deputy Mayor for Policing and Crime on 19th February 2015 at the Joint Investment Board.

6. In order to continue development for a further three months from May to July 2015, the draw down of further capital and revenue, extending the previously agreed financial ceiling, is as set out in Appendix A - Table A.1 and funded by the individual TTP programmes' approved business cases.

7. This funding is part of the 1st tranche of Total Technology Programme funding approved as DMPCD 2014-03 as set out in Appendix A - Table A.1 note.

8. As part of the £1.651m requested, £0.789m will be spent via REED services on individual contract resources (Appendix A - Table A.1) and the remainder amount of £0.862m will be spent on scrum resources sourced from Cap Gemini as an ICT CAT2 contract variation (Appendix A - Table A.1).

9. Engagement of these scrums teams is within the technical and financial scope of the MOPAC's contract with Reed, valid until 31 January 2016. Engagement of scrum teams under the MOPAC's ICT contract with Capgemini is also within its technical scope.

10. Currently scrum teams are delivering the software applications for the Mobility iPads, In Vehicle Mobile Application (IVMA), MetSearch, the MG Forms prosecution case file (COPA) and the Crown Prosecution Service Two Way Interface. In addition, the Platform Enterprise Service Bus (Platform ESB) scrum team is creating the underlying platform for delivering applications in a supportable, scalable and secure infrastructure on which the other scrum teams are dependent.

11. If scrum teams were not available to develop software, the current programme of works would need to be re-prioritised. This would have a detrimental affect on the Total Technology programme, impacting on the associated benefits scheduled for 2015 / 16 and beyond.

12. Disbanding a scrum team has further implications,
    a. any live implementations and pilots will have to be stopped and the software mothballed which would require a further month's effort from each scrum team before they could be fully disbanded.
    b. if desired, live implementations and pilots can be continued if programme revenue funding is made available to provide support programming staff for each application.

13. The appendices give more detail regarding progress to date and planned direction.

14. The current version of Strategic Outline Business Cases presently being prepared assume that the Scrum Teams will continue to deliver software as agreed by the programmes.

15. Requests for approval will continue to be made every three months until the end of the programme.

C.   OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS

Equality and Diversity Impact (mandatory)
1. Each of the separate projects referenced have been or will be required to undertake an Equality Impact Assessment to identify the risks re any potential negative impacts on persons with protected characteristics and put in place a mitigating action plan.

Financial Implications (Value for Money) (mandatory)
1. This paper is requesting drawdown to fund the approaching three months costs from May- July 2015 for six scrum teams working across three Programmes; Information Management, Mobility and Core Policing to a sum of £1.651m
2. The previous funding was approved up to £7.053m to the end of April 15, if this funding is approved the new financial ceiling will increase to £8.704m.
3. Of the £1.651m this accounts for £1.482m forecasted spend for the scrums between May and July plus £0.169m (2.3%) forecast overspend between Jun 14- Apr 15 (further details in Appendix A)
4. The current forecasted overspend of £0.169m (2.3%) to the end of April has occurred from minor overspends in the Capgemini scrums which is within the 5% tolerance and this may be mitigated if April's actual are reduced from forecast. If this forecasted overspend becomes an actual it will be funding from the approved budgets of the Programmes.
5. The funding for these scrums is sourced from within each of the Programmes existing approved budgets and monitored/controlled by Programme owners for each stream.
6. Each of the separate projects referenced have been required to undertake a Financial Implications assessment as part of their business cases.
7. If any of the Programmes are stopped or changed by the Project Review and Mobility Task Force process, any or all of scrum teams can be stood down quickly because none of them are on lengthy

notice periods. Any further work would be halted, and the software code archived and documented to enable restarting later if required.

8. Potentially if any project is not completed this may lead costs already incurred being written off.

Legal Implications (mandatory)

1   The Mayor's Office for Policing and Crime (MOPAC) is a contracting authority as defined in the Public Contracts Regulations 2006 (the Regulations). When awarding public contracts for goods/services valued at £172,514 or above all contracting authorities must do so in accordance with the Regulations. This report recommends the release of £1.651m of further funding to be incurred on the items set out in Appendix B-D of this report.

2   The MOPAC's contract with Reed represents a compliant route to market on the basis that the requirement is within the financial and technical scope of the contract. Paragraph B8 of this report confirms that the contract with Reed is still in force and that items 1 to 3 are within the financial and technical scope of the contract.

3   The MOPAC (MPA as it was then) procured the current ICT contract with Capgemini following a compliant procurement process. Notwithstanding, the original contract award was based upon an advertised contract value of £350 million. Whilst paragraph B8 of this report confirms that the services are within scope of the services anticipated under the contract the current value of the Capgemini contract far exceeds the £350m figure originally advertised. Consequently, the number of significant changes and additional services ordered under the contract over its duration presents a risk, either individually or collectively, that it is considered a material change to the original contract.

4   Paragraph 4.13 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime has delegated authority to approve all unforeseen variations and extensions to 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.

Risk (including Health and Safety) Implications (mandatory)

1. The projects will comply with all prescribed Health & Safety considerations during the build and deployment stages of the project.
2. There will be no additional Health & Safety considerations associated with the systems and hardware once they are operational.
3. Method statements will be sought where appropriate to comply with H & S working practice.
4. Items 10 and 11 contained in section 'B' of this report detail delivery risks.

Real Estate and Environmental Implications (if relevant to the subject)

1. Each of the separate projects referenced have been or will be required to undertake a Real Estate and Environmental Implications Assessment

Report author: Gary Fitzpatrick, Director of Solution Delivery,