

DMPC Decision – PCD 812**Title: Business Process Modelling and Simulation****Executive Summary:**

The MPS needs the tools to develop an evidence base to explain the relationship between demand, resources and costs. A Business Process Modelling (BPM) tool with analytical capabilities when simulating 'As-Is' and 'To-Be' scenarios and 'out of the box' analytical reports, aids in the evaluation around demand, resources and costs and also improves the efficiency of BPM providing an environment of dynamic collaboration, knowledge sharing and enhanced training experience.

Recommendation:

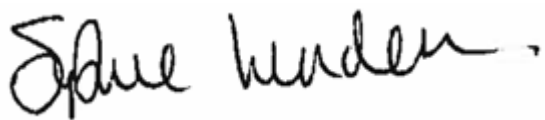
The Deputy Mayor for Policing and Crime is recommended to:

1. Approve the project revenue funding of £858k (inclusive of year one SaaS license cost of £496k) to implement the preferred BPM solution, establish Continuous Policing Improvement Command (CPIC) governance and administration capability, and ongoing BAU revenue costs of £833k per annum 2021/22 rising to £865k per annum fully funded from the MOPAC approved DP budget as uplifted for investment in IT.
2. Approve the award of contract to Signavio via the valuated add reseller (VAR) CDW for a mid-range deployment of licenses to 2024/25 at an indicative cost of £2.592m.

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 3/09/2020

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

1. Introduction and background

- 1.1. The MPS performs well in many areas but has been shown in Value for Money audits as being more expensive than its most similar forces (MSF). The last PEEL inspections by HMICFRS, deemed that the MPS 'requires improvement' in terms of efficiency, understanding of demand and use of resources. Historically, the MPS has been unable to articulate the cost of demand or prove how investments will help to meet those demands.
- 1.2. In June 2019 approval from DP Board was given to perform a Proof of Concept (PoC) to investigate the benefits of a BPM and simulation tool.
- 1.3. The objective of the PoC was to evaluate how the use of BPM tools impacts the time spent documenting processes, along with how the use of simulation can ensure that processes are run as efficiently as possible. The PoC also demonstrates how efficiencies, standardisation, process improvement and new ways of training staff have been identified. This supports the MPS Direction, which wants to achieve:
 - 1.3.1. Developing a culture that makes and defends data-driven decisions
 - 1.3.2. Providing value for money and an efficient service
 - 1.3.3. Learn from experience, from others and constantly strive to improve
- 1.4. There are thousands of processes that the MPS adhere to on a daily, weekly and monthly basis. A lot of the detail around the tasks performed and how these processes work is tacit knowledge and as such, there is huge variance across the organisation as to how processes are undertaken.
- 1.5. Access to tools to enable teams to model processes is limited. From the users identified as part of the PoC there existed a limited number of VISIO licences with a mix of MS Word and PowerPoint also being utilised.

2. Issues for consideration

- 2.1. The POC has evidenced the benefits for BPM and simulation:
 - 2.1.1. Simulation has demonstrated potential demand & cost reductions
 - 2.1.2. Scenario analysis that will support decision-making
 - 2.1.3. Collaboration, Knowledge Transfer/Sharing
 - 2.1.4. Policy Best Practice and Compliance
 - 2.1.5. Process Improvement and efficiency opportunities, Optimisation, Standardisation across operational units
 - 2.1.6. End to End scenarios including simulated process relating to 'as-is' and 'to-be'
 - 2.1.7. Automation possibilities delivering efficiencies and cost savings across business operations
 - 2.1.8. Central Repository for document management

- 2.1.9. Demonstrated ease of modelling and collaborating when creating and reviewing processes.
- 2.2. The recommended mid-range deployment of Signavio will deliver a capability to areas of the organisation engaged in the PoC with other Departments/Operations being included based on specific Use Case/Scenarios and managed through a new Centre of Excellence (CoE).
- 2.3. In establishing the CoE regard will be given to responsibilities and activities of Directorates in the MPS engaged in business process design work to ensure a consistent approach.
- 2.4. The preferred product Signavio, has been selected through a two stage evaluation of BPM and Simulation products against criteria that have evidenced clear organisational benefits during the PoC.

3. Financial Comments

- 3.1. The project will cost £858k revenue for 20/21 to include:
 - 3.1.1. CoE including recruitment of personnel
 - 3.1.2. Transition to full SIAM service model
 - 3.1.3. BPM software licences (first 12 months)
 - 3.1.4. Consultancy services for training and quality assurance
- 3.2. BAU revenue costs will be £4,245k for 5 year period from 21/22 to include:
 - 3.2.1. BPM software licences
 - 3.2.2. CoE staffing
 - 3.2.3. Support
- 3.3. These costs are fully funded from the MOPAC approved DP budget as uplifted for investment in IT.
- 3.4. The benefits demonstrated from using a BPM tool provide value for money both quantitative and qualitative:
 - 3.5. Simulation of specific processes covering both 'As-Is' and 'To-Be' scenarios have identified potential cost savings through process improvement and better use of resources.
 - 3.6. Greater efficiencies around process modelling, collaboration and knowledge sharing improves productivity and creates an environment for dynamic process change.

4. Legal Comments

- 4.1. The Mayor's Office for Policing and Crime (MOPAC) is a contracting authority as defined in the Public Contracts Regulations 2015 (the Regulations). All awards of public contracts for goods and/or services valued at £189,330 or above shall be procured in accordance with the Regulations and MOPAC governance.
- 4.2. Paragraph 4.8 of the Scheme provides the Deputy Mayor for Policing and Crime (DMPC) reserves the right to approve business cases for revenue or capital expenditure of £500,000 and above.
- 4.3. Paragraph 4.13 of the Scheme provides the Deputy Mayor for Policing and Crime (DMPC) reserves the right to award MOPAC contracts with a total value of £500,000 or above.
- 4.4. The award of the contract to Signavio will be via the designated compliant route of the valuated add reseller (VAR) CDW.

5. Commercial Issues

- 5.1. The preferred product Signavio, has been selected through a two stage evaluation of BPM and Simulation products against criteria that have evidenced clear organisational benefits during the POC.
- 5.2. Software licences will be procured via the compliant procurement route of CDW, the Value Added Reseller (VAR) used by the MPS.

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 project meets its compliance requirements.

- 6.4. The Project does not use currently personally identifiable data of members of the public, so there are no current GDPR issues to be considered. The screening questions have been completed and a DPIA will not be required.

7. Equality Comments

- 7.1. This business case has undergone initial equality screening. Due regard has been taken to the Equality Act's Public Sector Equality Duty under Sec 149 of the Equality Act 2010. Real consideration has been taken to assess equality impact caused by the proposed business change, including effective engagement and analysing relevant equality information. As a result no negative impact has been identified to any individual and/or group safeguarded by a protected characteristic and to those who are not. A consultation log has been retained for record keeping. Further reviews will be conducted, if necessary, and process monitoring completed. If as a result of the continual development of this strategic paper Equality Impact is identified, a full Equality Impact Assessment will be initiated via the completion of a Form 6119A.

8. Background/supporting papers

- 8.1. Report.

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? No

If yes, for what reason:

Until what date: n/a

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

Tick to confirm statement (✓)

Financial Advice:

The Strategic Finance and Resource Management Team has been consulted on this proposal.

✓

Legal Advice:

Legal advice is not required.

✓

Equalities Advice:

Equality and diversity issues are covered in the body of the report.

✓

Commercial Issues

The proposal is in keeping with the GLA Group Responsible Procurement Policy.

✓

GDPR/Data Privacy

- GDPR compliance issues are covered in the body of the report.
- A DPIA is not required.

✓

Director/Head of Service:

The Chief Finance Officer 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

Date 19/08/2020

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Business Justification Paper – Business Process Modelling and Simulation

MOPAC Investment Advisory & Monitoring meeting 23/07/2020

Report by Angus McCallum on behalf of the Chief of Corporate Services

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

EXECUTIVE SUMMARY

The Met needs the tools to develop an evidence base to explain the relationship between demand, resources and costs. A Business Process Modelling (BPM) tool with analytical capabilities when simulating 'As-Is' and 'To-Be' scenarios and 'out of the box' analytical reports, aids in the evaluation around demand, resources and costs and also improves the efficiency of BPM providing an environment of dynamic collaboration, knowledge sharing and enhanced training experience.

Recommendations

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

1. **Approve the project revenue funding of £858k (inclusive of year one SaaS license cost of £496k) to implement the preferred BPM solution, establish CPIC governance and administration capability, and ongoing BAU revenue costs of £833k per annum 2021/22 rising to £865k per annum fully funded from the MOPAC approved DP budget as uplifted for investment in IT.**
2. **Approve the award of contract to Signavio via the valuated add reseller (VAR) CDW for a mid-range deployment of licenses to 2024/25 at an indicative cost of £2.592m.**

Time sensitivity

A decision is required from the Deputy Mayor by 07/08/2020. This is required to complete the commercial and procurement activities in a timeline to ensure that current projects can be concluded and planned work streams re-activated so as not to lose momentum across the user base.

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

Introduction and background

1. The Met performs well in many areas but has been shown in Value for Money audits as being more expensive than its most similar forces (MSF) The last PEEL inspections by HMICFRS, deemed that the Met 'requires improvement' in terms

of efficiency, understanding of demand and use of resources. Historically, the Met has been unable to articulate the cost of demand or prove how investments will help to meet those demands.

2. In June 2019 approval from DP Board was given to perform a Proof of Concept to investigate the benefits of a BPM and simulation tool.
3. The objective of the PoC was to evaluate how the use of BPM tools impacts the time spent documenting processes, along with how the use of simulation can ensure that processes are run as efficiently as possible. The PoC also demonstrates how efficiencies, standardisation, process improvement and new ways of training staff have been identified. This supports the Met Direction, which wants to achieve:
 - 3.1 Developing a culture that makes and defends data-driven decisions
 - 3.2 Providing value for money and an efficient service
 - 3.3 Learn from experience, from others and constantly strive to improve
4. There are 1000's of processes that the MPS adhere to on a daily, weekly and monthly basis. A lot of the detail around the tasks performed and how these processes work is tacit knowledge and as such, there is huge variance across the organisation as to how processes are undertaken.
5. Access to tools to enable teams to model processes is limited. From the users identified as part of the PoC there existed a limited number of VISIO licences with a mix of MS Word and PowerPoint also being utilised.

Issues for consideration

6. The POC has evidenced the benefits for BPM and simulation:
 - 6.1. Simulation has demonstrated potential demand & cost reductions
 - 6.2. Scenario analysis that will support decision-making
 - 6.3. Collaboration, Knowledge Transfer/Sharing
 - 6.4. Policy Best Practice and Compliance
 - 6.5. Process Improvement and efficiency opportunities, Optimisation, Standardisation across operational units
 - 6.6. End to End scenarios including simulated process relating to 'as-is' and 'to-be'
 - 6.7. Automation possibilities delivering efficiencies and cost savings across business operations
 - 6.8. Central Repository for document management
 - 6.9. Demonstrated ease of modelling and collaborating when creating and reviewing processes
7. The recommended mid-range deployment of Signavio will deliver a capability to areas of the organisation engaged in the POC with other Departments/Operations being included based on specific Use Case/Scenarios and managed through a new Centre of Excellence (CoE).

8. In establishing the CoE regard will be given to responsibilities and activities of Directorates in the MPS engaged in business process design work to ensure a consistent approach.
9. The preferred product Signavio, has been selected through a two stage evaluation of BPM and Simulation products against criteria that have evidenced clear organisational benefits during the POC

Contributes to the MOPAC Police & Crime Plan 2017-2021¹

10. By equipping the police service so that it is better placed to deal with crime
11. Easier access to information, standard operating procedures and policies providing clear direction and instructions to assist front line policing.

Financial, Commercial and Procurement Comments

12. Project revenue funding of £858k for 20/21 to include:
 - 12.1 CoE including recruitment of personnel
 - 12.2 Transition to full SIAM service model
 - 12.3 BPM software licences (first 12 months)
 - 13.4 Consultancy services for training and quality assurance
13. BAU revenue funding £4,245k for 5 year period from 21/22 to include:
 - 13.1 BPM software licences
 - 13.2 CoE staffing
 - 14.3 Support
14. The preferred product Signavio, has been selected through a two stage evaluation of BPM and Simulation products against criteria that have evidenced clear organisational benefits during the POC.
15. Software licences will be procured via the compliant procurement route of CDW, the Value Added Reseller (VAR) used by the MPS.
16. The benefits demonstrated from using a BPM tool provide value for money both quantitative and qualitative:
 - 16.1 Simulation of specific processes covering both 'As-Is' and 'To-Be' scenarios have identified potential cost savings through process improvement and better use of resources.
 - 16.2 Greater efficiencies around process modelling, collaboration and knowledge sharing improves productivity and creates an environment for dynamic process change

Legal Comments

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

17. The Mayor's Office for Policing and Crime (MOPAC) is a contracting authority as defined in the Public Contracts Regulations 2015 (the Regulations). All awards of public contracts for goods and/or services valued at £189,330 or above shall be procured in accordance with the Regulations and MOPAC governance.
18. Paragraph 4.8 of the Scheme provides the Deputy Mayor for Policing and Crime (DMPC) reserves the right to approve business cases for revenue or capital expenditure of £500,000 and above.
19. Paragraph 4.13 of the Scheme provides the Deputy Mayor for Policing and Crime (DMPC) reserves the right to award MOPAC contracts with a total value of £500,000 or above.
20. The award of the contract to Signavio will be via the designated compliant route of the valuated add reseller (VAR) CDW.

Equality Comments

21. This business case has undergone initial equality screening. 'Due regard' has been taken to the Equality Act's Public Sector Equality Duty under Sec 149 of the Equality Act 2010. 'Real consideration' has been taken to assess equality impact caused by the proposed business change, including effective engagement and analysing relevant equality information. As a result no negative impact has been identified to any individual and/or group safeguarded by a protected characteristic and to those who are not. A consultation log has been retained for record keeping. Further reviews will be conducted, if necessary, and process monitoring completed. If as a result of the continual development of this strategic paper Equality Impact is identified, a full Equality Impact Assessment will be initiated via the completion of a Form 6119A.

Privacy Comments

22. 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.
23. 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.
24. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the project meets its compliance requirements.
25. The Project does not use currently personally identifiable data of members of the public, so there are no current GDPR issues to be considered. The screening questions have been completed and a DPIA will not be required.

Real Estate Implications

26. There are no changes no changes to the estate

Environmental Implications

27. There is no impact

Background/supporting papers

28. There are no supporting papers suitable for MOPAC publication.

Report author: Peter Hill, Programme Delivery Senior Manager, 02071615837

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 - Business Justification Paper – Business Process Modelling and Simulation, 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)

The paper will cease to be exempt until contract expiry, which is September 2023.