

DMPC Decision – PCD 676

Title: Resource Management Outline Business Case

Executive Summary:

In summer 2017, the Optimising Response Programme Strategic Outline Case (SOC) was approved by the Mayor's Office for Police and Crime (MOPAC) to support transformational projects. The overall aim of the programme is to ensure that appropriate police resources are available at the time and location required to deal with demand. The programme's vision is to provide the best service for London to use, whilst enabling the MPS to respond in the most effective and appropriate way.

Resource Management (RM) will transform the current resourcing operating model, processes and supporting systems, in order to enable the MPS to more effectively and efficiently plan and manage its resources.

The RM project started in late 2017 but was de-prioritised and paused in September 2018 to allow the Command and Control (C&C) project to progress. RM is a key contributor to realising the overarching benefits of the Optimising Contact and Response programme, as such it was re-launched in May 2019.

There are several critical drivers for the project:

- In order to meet increasing and varied demand, and to mitigate organisational risk, the MPS must utilise its resources more effectively, efficiently and flexibly.
- RM is a key enabler of the C&C project. Without a single source of the truth around where resources are, and the skills they hold, the MPS will not be able to deploy the right people, to the right place, at the right time.
- RM processes must be underpinned by modern technology that meets the needs of the MPS, and helps deliver efficiencies in resource management services.

Through greater visibility of resource, more efficient processes and one single source of the truth, RM will allow the MPS to be more proactive in the planning and allocation of resource. The MPS will be able to flex resource more easily and be able to more dynamically respond to planned and unplanned demand.

Recommendation:

The Deputy Mayor for Policing and Crime is recommended to:

1. Approve the RM project to proceed to Full Business Case - Gate 3 Investment Decision.
2. Approve spend of £1.355M which is within the capital plan for a project team to complete the Detailed Level Design (DLD), procurement and production of the Full Business Case.
3. Approve the re-profiling of the capital plan based on the projected capital forecast.
4. Approve the use of the Solution Provider Framework commercial route.

14907

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

Ernie Under

Date

13/12/2019

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

1. Introduction and background

- 1.1. The MPS is faced with an environment of changing demand, alongside pressure on its budget. In order to maximise investment in the frontline the MPS must ensure resources are used as efficiently as possible.
- 1.2. The MPS is moving from a place of declining officer numbers to one of growth for both Police Officers and Staff. 20,000 new Officers have been promised across England and Wales by 2022, with a yet to be confirmed number allocated to the MPS. Managing this uplift effectively is essential to deliver value for money.
- 1.3. Through greater visibility of resource, more efficient processes and one single source of the truth, RM will allow the MPS to be more proactive in the planning and allocation of resource. The MPS will be able to flex resource more easily and be able to more dynamically respond to planned and unplanned demand.
- 1.4. There is inconsistency in the working practices of resourcing across the organisation. RM will set clearly defined, consistent standards and governance, to drive better working practices in resource management.
- 1.5. Currently there is no efficient way to manage Aid across London. The current resourcing system (CARM) works in isolation and is not linked to skills, tasking or C&C. An RM solution and related process changes could improve efficiency, use fewer officers and be more equitable in Aid abstractions.
- 1.6. The ability to provide accurate skills and availability data is a critical enabler of C&C and will allow the deployment of the right people, to the right place, at the right time.
- 1.7. There is no single source of resource management across the MPS, with several disparate systems in use. This leads to inefficiencies and limits agility and grip. A single source of the truth could lead to process efficiency, improved decision making and clarity of resourcing in real-time.
- 1.8. Ageing technology (the current system is 15+ years old) is constraining visibility of resources and leading to inefficient processes. For example, the planning of annual leave, Aid, training and other abstractions is undertaken by each strand team and there are a number of local variances in these processes.

2. Issues for consideration

- 2.1. The current RM operating model and supporting systems are inefficient and limit operational effectiveness and resilience. Core RM processes are currently time-consuming and administrative heavy e.g. Event Planning, where users must interrogate multiple systems to ascertain the correct skills and availability of resources. This drives processes which rely on local expertise and system workarounds to achieve the desired result.
- 2.2. There is a critical dependency with Command and Control (C&C): RM is a critical enabler of the C&C project, without the skills and availability data provided by RM, C&C will not deliver its full benefits.

- 2.3. There is a dependency between the RM and Learning Digital Infrastructure project which is procuring a new Learning Management System (LMS), RM is dependent on LMS to provide accurate skills data. The two projects are working closely together to ensure a joined up approach to architecture and to ensure requirements are aligned.

3. Financial Comments

- 3.1. The project is seeking to spend £1.355M to take the project to Full Business Case. The funds will cover: completing Detailed Level Design, running a procurement exercise and completing the FBC. This is fully funded from within the capital programme, but the programme will be re-profiled to reflect the forecast expenditure profile.

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 £181,302 or above must be procured in accordance with the Regulations.
- 4.2. Paragraph 4.8 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime (DMPC) has delegated authority to approve business cases for revenue or capital expenditure of £500,000 or above.
- 4.3. Paragraph 4.8 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime (DMPC) has delegated authority to approve budget virements or movements of £500,000 and above, (whether on a temporary or permanent basis).
- 4.4. Paragraph 4.13 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime (DMPC) has delegated authority to approve all requests to go out to tender for contracts of £500,000 or above.

5. Commercial Issues

- 5.1. The preferred route for procuring these services is the Solution Provider Framework (SPF). The SPF provides a more holistic solution for the kind of requirements that the project wishes to deliver. The SPF framework is set up so that it can be used to procure an end-to-end solution, change management, long-term support and maintenance, as well as on-going professional services. There is a strong rationale therefore to procure an integrated solution that accounts for these different strands, as opposed to breaking the requirement up into parallel tenders.
- 5.2. It should also be highlighted that the SPF is a corporate route to market. The MPS has spent significant time and effort working with the suppliers on the framework, educating them about the complex MPS ICT environment, the values the MPS is based on, and the everyday challenges the organisation faces. The suppliers on the framework are therefore much better placed than others to act as an integrator for a large, transformation project.

- 5.3. A further point that should be drawn out is that the number of contract schedules in the SPF gives the MPS more protection than what would be available through other frameworks. The contract schedules were designed to cover the extensive risk profile that the MPS has to manage and so are ideal for the level of risk involved in delivering resource management.

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. A DPIA has been completed for this project and will remain a live document until implementation is complete. The project 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

7. Equality Comments

- 7.1. An Equalities Impact Assessment (EIA) was completed as part of the production of this business case to identify potential positive and negative equality impacts towards people who fall within the protected characteristics under the Equalities Act 2010. Access considerations were documented and taken into account. The Strategic Diversity & Inclusion Unit were consulted as part of this EIA and OBC

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:

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 has been completed

✓

Director/Head of Service

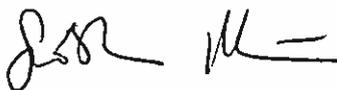
The Interim Chief Finance Officer has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.

✓

Interim 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

13/12/2019



MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Resource Management Outline Business Case

MOPAC Investment Advisory & Monitoring meeting 28th November 2019

Report by DAC Matt Twist 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

In summer 2017, the Optimising Response Programme Strategic Outline Case (SOC) was approved by the Portfolio and Investment Board (PIB) and the Mayor's Office for Police and Crime (MOPAC) to support transformational projects. The overall aim of the programme is to ensure that appropriate police resources are available at the time and location required to deal with demand. Our vision is to provide the best service for London to use, whilst enabling the MPS to respond in the most effective and appropriate way.

Resource Management (RM) will transform the current resourcing operating model, processes¹ and supporting systems, in order to enable the MPS to more effectively and efficiently plan and manage its resources.

The RM project started in late 2017 but was de-prioritised and paused by PIB in September 2018 to allow the Command and Control (C&C) project to progress. RM is a key contributor to realising the overarching benefits of the Optimising Contact and Response programme, as such it was re-launched in May 2019.

There are several critical drivers for the project:

- In order to meet increasing and varied demand, and to mitigate organisational risk, the MPS must utilise its resources more effectively, efficiently and flexibly.
- RM is a key enabler of the C&C project; without a single source of the truth around where our resources are, and the skills they hold, the MPS will not be able to deploy the right people, to the right place, at the right time.
- RM processes must be underpinned by modern technology that meets the needs of the MPS, and helps deliver efficiencies in resource management services.

Through greater visibility of resource, more efficient processes and one single source of the truth, RM will allow the MPS to be more proactive in the planning and allocation of resource. We will be able to flex resource more easily and be able to more dynamically respond to planned and unplanned demand:

Recommendations

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

¹ Example of high level services in scope for RM are: major and local event planning, planning and managing abstractions (e.g. annual leave, Aid), shift pattern rostering, identifying resource requirements to meet demand.

1. Approve the RM project to proceed to FBC - Gate 3 Investment Decision.
2. Approve spend of £1.355M which is within the capital plan for a project team to complete the Detailed Level Design (DLD), procurement and production of the FBC.
3. Approve the re-profiling of the capital plan based on the projected capital forecast.
4. Approve the use of the Solution Provider Framework commercial route.

Time sensitivity

A decision is required from the Deputy Mayor by 12th December 2019. This is to avoid delaying the overall project timelines, which would avoid the need to further extend the existing RM technology, and avoid unnecessary spend on interim solutions. RM is a key enabler of the C&C project: in order for C&C to deliver the full benefits outlined in the FBC, accurate skills and availability information is required from the RM system, a delay in the approval of RM may delay the integration with the C&C system.

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

Introduction and background

1. The MPS is faced with an environment of changing demand, alongside pressure on its budget, in order to maximise investment in the frontline the MPS must ensure resources are used as efficiently as possible.
2. The MPS is moving from a place of declining officer numbers to one of growth for both Police Officers and Staff. 20,000 new Officers have been promised across England and Wales by 2022, with a yet to be confirmed number allocated to the MPS, managing this uplift effectively is essential to deliver value for money.
3. Through greater visibility of resource, more efficient processes and one single source of the truth, RM will allow the MPS to be more proactive in the planning and allocation of resource. We will be able to flex resource more easily and be able to more dynamically respond to planned and unplanned demand.
4. There is inconsistency in the working practices of resourcing across the organisation. RM will set clearly defined, consistent standards and governance, to drive better working practices in resource management.
5. Currently there is no efficient way to manage Aid across London. CARM works in isolation and is not linked to skills, tasking or C&C. An RM solution

and related process changes could improve efficiency, use fewer officers and be more equitable in Aid abstractions.

6. The ability to provide accurate skills and availability data is a critical enabler of C&C and will allow the deployment of the right people, to the right place, at the right time.
7. There is no single source of resource management across the MPS, with several disparate systems in use. This leads to inefficiencies and limits agility and grip. A single source of the truth could lead to process efficiency, improved decision making and clarity of resourcing in real-time.
8. Ageing technology (the current system is 15+ years old) is constraining visibility of resources and leading to inefficient processes. For example, the planning of annual leave, Aid, training and other abstractions is undertaken by each strand team and there are a number of local variances in these processes.

Issues for consideration

1. The current RM operating model and supporting systems are inefficient and limit operational effectiveness and resilience. Core RM processes are currently time-consuming and administrative heavy e.g. Event Planning, where users must interrogate multiple systems to ascertain the correct skills and availability of resources, this drives processes which rely on local expertise and system workarounds to achieve the desired result.
2. Critical dependency with Command and Control (C&C): RM is a critical enabler of the C&C project, without the skills and availability data provided by RM, C&C will not deliver its full benefits.
3. There is a dependency between the RM and Learning Digital Infrastructure project which is procuring a new Learning Management System (LMS), RM is dependent on LMS to provide accurate skills data. The two projects are working closely together to ensure a joined up approach to architecture and to ensure requirements are aligned.

Contributes to the MOPAC Police & Crime Plan 2017-2021²

The Mayor's Police and Crime Plan sets two clear ambitions for the MPS and all our partner agencies:

- A safer city for everyone in London, no matter who you are or where you live and,
- Extra protection and support for the most vulnerable people and places in London.

² [Police and crime plan: a safer city for all Londoners | London City Hall](#)

RM will transform the current resourcing operating model for the MPS, alongside driving change to processes and replacing supporting systems, in order to enable the MPS to more effectively and efficiently plan and manage its resources. This will allow the right people, to be deployed to the right place, at the right time.

Financial, Commercial and Procurement Comments

The preferred route for procuring these services is the Solution Provider Framework (SPF). The SPF provides a more holistic solution for the kind of requirements that the project wishes to deliver. The SPF framework is set up so that it can be used to procure an end-to-end solution, change management, long-term support and maintenance, as well as on-going professional services. There is a strong rationale therefore to procure an integrated solution that accounts for these different strands, as opposed to breaking the requirement up into parallel tenders.

It should also be highlighted that the SPF is a corporate route to market. The MPS has spent significant time and effort working with the suppliers on the framework, educating them about the complex MPS ICT environment, the values the MPS is based on, and the everyday challenges the organisation faces. The suppliers on the framework are therefore much better placed than others to act as an integrator for a large, transformation project.

A further point that should be drawn out is that the number of contract schedules in the SPF gives the MPS more protection than what would be available through other frameworks. The contract schedules were designed to cover the extensive risk profile that the MPS has to manage and so are ideal for the level of risk involved in delivering resource management.

Note, the project is seeking to spend £1.355M to take the project to Full Business Case, the funds will cover: completing DLD, running a procurement exercise and completing the FBC. This is fully funded from within the capital programme, but the programme will be re-profiled to reflect the forecast expenditure profile.

Legal Comments

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Deputy Mayor for Policing and Crime (DMPC) has delegated authority to approve all requests to go out to tender for contracts of £500,000 or above.

Equality Comments

An Equalities Impact Assessment (EIA) was completed as part of the production of this business case to identify potential positive and negative equality impacts towards people who fall within the protected characteristics under the Equalities Act 2010. Access considerations were documented and taken into account. The Strategic Diversity & Inclusion Unit were consulted as part of this EIA and OBC

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 project meets its compliance requirements.

A DPIA has been completed for this project and remain a live document until implementation is complete. The project 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

1. There are no changes to the estate associated with this report.

Environmental Implications

2. There are no environmental implications associated with this project.

Background/supporting papers

3. No supporting papers.

Report author: Katy Pamboris, Senior Project Manager, Transformation Directorate.

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 [ORGANISATIONAL]

Part 2 of the RM Outline Business Case 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 relevant sections under the FOIA that would exempt this information from disclosure, for example:
 - Commercial Interest Section 43

The paper will cease to be exempt until December 2022