

## REQUEST FOR DMPC DECISION – PCD 361

**Title: Smarter Working – Business Justification Paper**

### Executive Summary:

The Metropolitan Police Service would like to extend provision of mobile devices to ensure envisaged benefits can be delivered. Funding is limited and this paper articulates the agreed prioritisation of units, funding streams identified and the impact of not extending to the full scope requirements.

### Recommendation:

The Deputy Mayor for Policing and Crime is recommended to:

1. Approve Option One (extend the provision of mobile devices to prioritised units)
  - a. Approve the use of the Mobility Refresh Capital funding stream to fund the procurement, build and distribution of additional devices
  - b. Note the use of funds from the optimism bias within the overall capital programme to fund the additional capital requirement
  - c. Approve the use of unit-identified revenue for on-going support of devices. Business group budgets will be amended to reflect the permanent contributions made in this Business Justification Paper
  - d. Note the use of Major Change Fund for the one off cost of the project team extension in 2018/19
  - e. Note the additional funding required to support the “pool” of contingency devices will be met from existing budgets
2. Note the agreement in principle to extend mobile device provision
3. Note the urgency of the request to build more devices
4. Note the impact on units not to receive additional devices
5. Acknowledge the potential for further benefits (once tracked and monitored) may be in the region of an additional 5% efficiency/productivity. Note the requirement for Business Groups in receipt of extended device provision to track and realise benefits (efficiency savings).

### 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**

*Sybil Under*

**Date**

*16/04/18*

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

### **Decision required – supporting report**

#### **1. Introduction and background**

- 1.1. Following significant investment approved in October 2016 the Metropolitan Police Service will rollout 30,000 devices by April 2018.
- 1.2. The context in which the original Mobility Project built its delivery plan has now changed. A review by the Senior Responsible Officer for Smarter Working identified a number of challenges which this request to extend device provision addresses.

#### **2. Issues for consideration**

- 2.1. After working together with all Metropolitan Police Service units the Programme now knows the full mobility requirement. It is clear where mobility can unlock better ways of working – many of which will lead to further benefits.
- 2.2. Some units and roles were excluded from the previous scope of mobility as the focus had been on 'refreshing the IT' and replacing XP Desktops. There is an opportunity to address the low employee satisfaction and access issues seamlessly following the current roll-out.
- 2.3. The previous scope relied on the assumption that the devices provided would unlock the right estate to enable estate savings. The review shows that too many people will be fixed to IT and buildings.
- 2.4. Extending device provision would be most financially effective as continuation of the current roll-out. The space used as the "factory" will not be available after June as it is earmarked to be refurbished as a 'receipt' site for the decant of Empress State Building.

#### **3. Financial Comments**

- 3.1. The capital funding required will be met from use of the Mobility Refresh capital funding and optimism bias within the overall capital programme.
- 3.2. Revenue costs will be met from the Major Change Fund and funding from units benefitting from this rollout.

#### **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 value at £181,302 or above must be procured in accordance with the Regulations.

#### **5. Equality Comments**

- 5.1. There are no equality and diversity issues identified from consultation and advice from the Strategy Diversity & Inclusion team.

#### **6. Background/supporting papers**

- 6.1. 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

It is recommended that the information in the Part 2 form not be published since if a request for this information was made under the FOIA, it is likely that it would be exempt from disclosure under the following sections for the FOIA:

Section 43 – Commercial Interests

Date at which Part 2 will cease to be confidential or when confidentiality should be reviewed:  
07/03/2023

**ORIGINATING OFFICER DECLARATION**

	<i>Tick to confirm statement (✓)</i>
<b>Head of Unit:</b> The Chief Finance Officer has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓
<b>Legal Advice:</b> Legal advice is not required.	✓
<b>Financial Advice:</b> The Strategic Finance and Resource Management Team has been consulted on this proposal.	✓
<b>Equalities Advice:</b> Equality and diversity issues are covered in the body of the report	✓

**OFFICER APPROVAL****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

R. Lawrence

Date

11/04/18





# MOPAC

MAYOR OF LONDON  
OFFICE FOR POLICING AND CRIME

## Smarter Working – Business Justification Paper

MOPAC Investment Advisory Board 22 March 2018

Report by Aimee Reed on behalf of the Deputy Commissioner

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

### Recommendations

The MPS Portfolio & Investment Board (PIB) is asked to:

1. Approve Option One (extend the provision of mobile devices to prioritised units)
  - a. Approve the use of the Mobility Refresh Capital funding stream to fund the procurement, build and distribution of additional devices
  - b. Approve funds from the optimism bias within the overall capital programme to fund the additional capital requirement
  - c. Approve the use of unit-identified revenue for on-going support of devices. Business group budgets will be amended to reflect the permanent contributions made in this BJP
  - d. Note the use of Major Change Fund for the one off cost of the project team extension in 18/19
  - e. Note the additional funding required to support the “pool” of contingency devices will be met from existing budgets
2. Accept that using the mobility refresh budget to address acknowledged gaps in mobility and related enabling benefits, creates the risk that the pool of devices available for breakages/replacements/new issue for 18/19 will be significantly reduced.

If supported by the MPS Portfolio & Investment Board, the Deputy Mayor for Policing and Crime, via the Investment Advisory Board (IAB), is asked to:

1. Approve Option One (extend the provision of mobile devices to prioritised units)
  - a. Approve the use of the Mobility Refresh Capital funding stream to fund the procurement, build and distribution of additional devices
  - b. Note the use of funds from the optimism bias within the overall capital programme to fund the additional capital requirement
  - c. Approve the use of unit-identified revenue for on-going support of devices. Business group budgets will be amended to reflect the permanent contributions made in this BJP
  - d. Note the use of Major Change Fund for the one off cost of the project team extension in 18/19
  - e. Note the additional funding required to support the “pool” of contingency devices will be met from existing budgets
2. Note the agreement in principle to extend mobile device provision
3. Note the urgency of the request to build more devices

4. Note the impact on units not to receive additional devices
5. Acknowledge the potential for further benefits (once tracked and monitored) may be in the region of an additional 5% efficiency/productivity. Note the requirement for Business Groups in receipt of extended device provision to track and realise benefits (efficiency savings).

### **Time sensitivity**

A decision is required from the Deputy Mayor by 30/03/2018.

There is a considerable time-pressure on generating the pool of devices required largely because the cost and requirements of closing, then restarting, the production line is significant – particularly as the “factory” currently located at Newlands Park (cost neutral) is to close in June 2018 to enable Estates to decant critical infrastructure (ESB). Furthermore, the expertise, momentum and consistency of the Business Change approach to change the ways of working to maximise mobility is also required to remain to underpin the extension of the roll-out.

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

### **Introduction and background**

Mobility is a core requirement of the new operating model for the Metropolitan Police. Unlocking our people through mobility allows our people to access information quickly whenever and wherever they need it to better serve London. It also means that we can move from an estate-centric model of policing services to a user-centric model.

Following significant investment approved in October 2016 the Met will rollout 30,000 devices by April 2018. This Business Case was timed to address the critical need to replace XP Desktops – a security risk that proved timely given the attacks on other Public Sector bodies (e.g. NHS). The ‘refresh’ would take the opportunity to introduce mobility at the same time following a series of successful trials of tablet provision to the frontline, a significant proportion of our police officers would be mobilised in an agile way.

The original business case has already enabled the organisation to reduce the frontline response function by 391 FTE Police Officers<sup>1</sup> as well as start to address other benefits such as increased visibility to the Public, more efficient service (“at the point of delivery” work in the field, rather than post-event administration) and improved work-life balance for our staff.

The context in which the original Mobility Project built its delivery plan has now changed. A review by the SRO Smarter Working identified a number of challenges which this request to extend device provision addresses.

### **Issues for consideration**

This paper identifies that additional funding is required to invest in the extended scope agreed in principle by PIB so that we can meet four present challenges:

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<sup>1</sup> Based on a 5% efficiency saving – Officers save 1 hour per shift

**Challenge One – There are more opportunities to improve productivity and effectiveness.** After working together with all Met units the Programme now knows the full mobility requirement. We are clear where mobility can unlock better ways of working – many of which will lead to further benefits. On the near horizon is a significant amount of changes to our Target Operating Models (the BCUs, SCO, Intelligence, Forensics etc); they all have mobility assumptions and requirements that can only be met through the extension of device provision. There are further opportunities to

- underpin more effective recruitment and retention with a more agile approach to working,
- be more productive in the working day (working from the most effective location, working 'on the move' and making the most of staff/officer time away from the office – e.g. forensics in the field, waiting at court, etc)

**Challenge Two - We need to redress the inequality felt by our people in device provision.** Our Staff Survey and feedback from mobility shows that there is a chance to redress inequality of access to Mobile devices. Some units and roles were excluded from the previous scope of mobility as the focus had been on 'refreshing the IT' and replacing XP Desktops. We have a chance to address the low employee satisfaction and access issues seamlessly following the current roll-out; in a matter of weeks.

**Challenge Three – We need people to decant and repopulate the estate as it shrinks.** The previous scope relied on the assumption that the devices provided would unlock the right estate to enable estate savings. The review shows that too many people will be fixed to IT and buildings. Around 1/3 of the workforce will still be tied to a desktop when mobility ends in April 2018 with the estate shrinking around them. We place unnecessary pressure on our estates strategy as desks with fixed IT must be retained and inhibit the ability of our "mobile" people to move around the estate as we envisaged.

**Challenge Four – The continued production of devices beyond June 2018 is at risk.** Extending device provision would be most financially effective as continuation of the current roll-out. The space used as the "factory" will not be available after June as it is earmarked to be refurbished as a 'receipt' site for the decant of Empress State Building. The momentum to build, test and rollout devices using resources already in place disappears and the cost to stand this back up significantly increases. We will not be able to provision quickly whilst we identify an affordable build site (and specialist resources to work in it).

In summary, the reality is that there is a significant gap in what we are provisioning, how much money we have allocated to fill that gap and a real risk that we are wasting money finding space for people in 'fixed' roles where that isn't necessary. We are not able to fully deliver on our promise to our people that we will 'make work about what you do, not where you do it', the return on our investment in devices cannot be fully realised and Estates are inhibited from realising real savings.

**Contributes to the MOPAC Police & Crime Plan 2017-2021<sup>2</sup>**

<sup>2</sup> Police and crime plan: a safer city for all Londoners | London City Hall

Mobility is core to the operating model of the Met.

The Policing and Crime Plan states *"We will make the investments necessary to ensure that the officers and staff of the MPS have the digital equipment they need to operate efficiently and effectively in modern London<sup>3</sup>", it also articulates the criticality of high morale and investment in our people "The MPS' most valuable asset is its people. Without their passion to serve, their expertise, their commitment, courage, compassion and public spirit, policing simply could not work in London. We owe it to them to make the MPS a better place to work, building a culture of fairness and transparency within the organisation<sup>4</sup>".*

#### **Financial, Commercial and Procurement Comments**

1. This information is contained in the restricted section of the report'. As an extension to an existing service this work does not change any aspects relating to responsible procurement'.

#### **Legal Comments**

2. There are no significant legal implications arising from this report, due to its recommendations or decisions being novel in nature or contentious.

#### **Equality Comments**

3. There are no equality and diversity issues identified from consultation and advice from the Strategy Diversity & Inclusion team.

#### **Privacy Comments**

4. There are no privacy issues arising from the Data Protection Impact Assessment (DPIA) [formerly Privacy Impact Assessment (PIA)],

#### **Real Estate Implications**

5. This information is contained in the restricted section of the report'.

#### **Environmental Implications**

6. There is no impact on the Mayor's London Environment Strategy<sup>5</sup>.

#### **Background/supporting papers**

7. Nil

Report author: Aimee Reed; Senior Responsible Owner; Smarter Working Programme

**Part 2 – This section refers to the details of the Part 2 business case which is NOT SUITABLE for MOPAC Publication.**

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<sup>3</sup> PCP 2017-2021 Page 47

<sup>4</sup> PCP 2017-2021 Page 45

<sup>5</sup> <https://www.london.gov.uk/WHAT-WE-DO/environment/environment-publications/draft-london-environment-strategy>



The Government Security Classification marking for Part 2 is:

OFFICIAL-SENSITIVE [COMMERCIAL]

Part 2 of Business Justification Paper – Smarter Working 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 following sections under the FOIA:
  - Commercial Interest Section 43

The paper will cease to be exempt until 07/03/2023

