

REQUEST FOR DMPC DECISION – PCD 481**Title: Command and Control OBC****Executive Summary:**

This paper seeks approval for the OBC for the replacement Command and Control system. Command and Control (C&C) is a critical service enabling delivery of operational policing activity. The current MPS C&C IT systems are old and increasingly difficult and expensive to maintain.

Engagement activity both within and outside the MPS has evidenced the need to transform the C&C operating model and to ensure the MPS can continue to collaborate operationally with partners to keep London safe. The provision of a new C&C technology will enable this and provides the opportunity to transform the way C&C is delivered in terms of approach, risk assessment, managing demand and responsiveness, whilst simultaneously driving down costs.

Recommendation:


The Deputy Mayor for Policing and Crime is recommended to:

- Approve this project to proceed to Full Business Case Gate 3 (Investment Decision) and commence procurement through the Solution Provider Framework agreement.
- Agree funding of £2.9m to be drawn from the allocated £36.8m in the Capital Plan for Command & Control, of which £0.95m is 2018-19 and £1.95m is 2019-20. This will fund the Project team to further explore all aspects of the recommended option, including dialogue with potential suppliers, enable completion of the Command & Control Project FBC by October 2019 and proceed with further commercial procurement activity to award of contract.

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**

15/10/18

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

Decision required – supporting report

1. Introduction and background

- 1.1. The current C&C operating model is disparate and results in a situation where there is often no single view, or accountability, from a command perspective, and time and effort is wasted on duplicated activities.
- 1.2. C&C systems are old, expensive and suffer from a lack of integration. In addition, there is little or no technical integration between key MPS systems (or other relevant external systems), resulting in manual intervention, often multiple times. They are also inflexible and not conducive to mobile working, which means officers cannot always get the information they need, when they need it.

2. Issues for consideration

- 2.1. Replacing this mission critical technology is expensive. Full costs are contained in the restricted section of this report. The current Command and Control operating model is inefficient and limits operational effectiveness and Continuing with the current solution is not commercially, technologically or financially viable.

3. Financial Comments

- 3.1. Detailed financial comments are provided in Part 2.

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.

5. Commercial Issues

- 5.1. The preferred option for procuring these goods and services is the Solution Provider Framework (SPF). The SPF is considered a swifter route to market that eliminates some aspects of the procurement process, while providing access to firms that can perform the integration work, who will then contract with the COTS product suppliers.

- 5.2. The SPF offers the most appropriate balance between minimising time to contract award, minimising integration risk (post award) and minimising risk of challenge and reputational risk to the chosen procurement route.
- 5.3. If the SPF results in a competition that is deemed to be insufficient in the early stages of the procurement the project will defer to the OJEU CPN process.

6. GDPR/Data Privacy

- 6.1. At Outline Business Case stage, whilst it recognises the need for a new Command and Control System, the detail behind how this will be delivered has yet to be fully identified. However the Statements of Requirements recognise the need to protect data and a requirement is a feature supporting management of data in order to comply with MoPI, RRD, DPA, GDPR and FOIA. As the project moves through to detailed design a Data Protection Impact Assessment will be completed and managed through the life of the project to ensure compliance with legislation and to manage any privacy issues.

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: [Insert 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: Legal advice is not required.	✓
Equalities Advice: Equality and diversity issues are covered in the body of the report.	✓
Commercial Issues The Contract Management Team has been consulted on the commercial issues within this report. The proposal is in keeping with the GLA Group Responsible Procurement Policy.	✓
GDPR/Data Privacy <ul style="list-style-type: none"> • GDPR compliance issues are covered in the body of the report. • A DPIA will be completed as the project moves through to detailed design. 	✓
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.	✓

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

11/10/18

**MOPAC**MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME**Command and Control Outline Business Case****MOPAC Investment Advisory Board 24th October 2018****Report by Matt Twist on behalf of the Deputy Commissioner****Part 1 – This section of the report will be published by MOPAC. It is classified as OFFICIAL – PUBLIC****EXECUTIVE SUMMARY**

Command and Control (C&C) is a critical service enabling delivery of operational policing activity. The current MPS C&C IT systems are old, increasingly difficult and expensive to maintain. The lack of integration between technologies not only generates inefficiency but also does not provide a single operating picture or enable leaders to effectively manage demand, risk and resources. The MPS does not currently exploit technological capabilities now established in the UK C&C marketplace that could deliver benefits in relation to both efficiency and effectiveness.

Engagement activity both within and outside the MPS has evidenced the need to transform our C&C operating model and to ensure the MPS can continue to collaborate operationally with our partners to keep London safe. The provision of a new C&C technology will enable this and provides the opportunity to transform the way C&C is delivered in terms of approach, risk assessment, managing demand and responsiveness, whilst simultaneously driving down costs.

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). The option approved by both Boards is to pursue transformational change to business processes, technology and risk approaches and to explore collaborative opportunities with partners. As the project has progressed, it has become increasingly apparent that any replacement of C&C technologies will have a transformative effect on the organisation largely due to the capabilities that have emerged over the last 35 years.

Failure of our existing technology is a significant corporate reputational and operational risk.

The decision required from this board is to approve this project to proceed to Full Business Case Gate 3 (Investment Decision) and commence procurement through the Solution Providers Framework.

Recommendations:

The Deputy Mayor for Policing and Crime, via the Investment Advisory Board (IAB), is asked to:

- Approve this project to proceed to Full Business Case Gate 3 (Investment Decision) and commence procurement through the Solution Provider Framework agreement.
- Agree funding of £2.9m to be drawn from the allocated £36.8m in the Capital Plan for Command & Control, of which £0.95m is 2018-19 and £1.95m is 2019-20. This will fund the Project team to further explore all aspects of the recommended option, including dialogue with potential suppliers, enable completion of the Command & Control Project FBC by October 2019 and proceed with further commercial procurement activity to award of contract.

Time sensitivity

A decision is required from the Deputy Mayor by 24/10/2018. This would avoid the need for further extensions to the current Command and Control systems contracts. C&C is mission critical technology. The age and legacy nature of existing systems means it represents a risk to front line policing. The implications of the system not being resilient and failing are, at worst, that the MPS is unable to discharge its primary functions and respond to urgent needs from the public. This would fundamentally affect public confidence and break the citizen-police 'contract'; that the public can expect the police to come when they need them.

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 growing and changing demand, alongside pressure on its budget. Most importantly, though, the MPS must keep London and its communities safe.
2. C&C sits at the centre of the MPS. It is customer facing and a vital part of the process of responding to the urgent needs of the public. It reaches into a wide array of MPS systems and processes, and it fundamentally affects the ability of officers to do their job. The difference between success and failure in C&C can be a matter of life or death.
3. The current C&C operating model is disparate and results in a situation where there is often no single view, or accountability, from a command perspective, and time and effort is wasted on duplicated activities.
4. C&C systems are old, expensive and suffer from a lack of integration. In addition, there is little or no technical integration between key MPS systems (or other relevant external systems), resulting in manual intervention, often multiple

times. They are also inflexible and not conducive to mobile working, which means officers cannot always get the information they need, when they need it.

Issues for consideration

5. Replacing this mission critical technology is expensive. Full costs are contained in the restricted section of this report. The current Command and Control operating model is inefficient and limits operational effectiveness and Continuing with the current solution is not commercially, technologically or financially viable.

Contributes to the MOPAC Police & Crime Plan 2017-2021¹

6. The MPS' stated ambition is to make London the safest global city, equipped with the best crime-fighters. This ambition is being pursued in an environment of shrinking budgets and growing, and changing, demand. For it to be realised there is a recognised need for change in the MPS, which is reflected in the Mayor's Police and Crime Plan, which promises:

- Every Community Safer;
- A Safer London, and;
- A Transformed, Modern and Efficient Met.

This OBC is concerned with transformational changes to the C&C functions and replacement and transformation of the supporting infrastructure in order to both mitigate risks to a mission critical system and enable integration with other MPS systems, which themselves represents a transformational change to officers and staff.

Financial, Commercial and Procurement Comments

The preferred option for procuring these goods and services is the Solution Provider Framework (SPF). The SPF is considered a swifter route to market that eliminates some aspects of the procurement process, while providing access to firms that can perform the integration work, who will then contract with the COTS product suppliers.

The SPF offers the most appropriate balance between minimising time to contract award, minimising integration risk (post award) and minimising risk of challenge and reputational risk to the chosen procurement route.

If the SPF results in a competition that is deemed to be insufficient in the early stages of the procurement the project will defer to the OJEU CPN process.

Legal Comments

7. The Mayor's Office for Policing and Crime (MOPAC) is a contracting authority as

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

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.

Equality Comments

8. 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

At Outline Business Case stage, whilst it recognises the need for a new Command and Control System, the detail behind how this will be delivered has yet to be fully identified. However our Statements of Requirements recognise the need to protect our data and a requirement is a feature supporting management of data in order to comply with MoPI, RRD, DPA, GDPR and FOIA. As the project moves through to detailed design a Data Protection Impact Assessment will be completed and managed through the life of the project to ensure compliance with legislation and to manage any privacy issues.

Real Estate Implications

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

Environmental Implications

10. An element of the Mayor's London Environment Strategy² is a low carbon circular economy. In an environment where demand on Command and Control is increasing a new system enables increased automation and removes inefficiencies and duplication of effort. The system will enable a faster and more targeted use of responses and will increase the opportunities for interoperability across partners all of which supports the Mayor's aim to procure more goods and services which promote the most efficient use of resources.

Background/supporting papers

11. No supporting papers included

Report author: Virginie Caujolle-Pradenc, Programme Manager, Transformation Directorate

² <https://www.london.gov.uk/WHAT-WE-DO/environment/environment-publications/draft-london-environment-strategy>

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 Command & Control 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 in October 2025.

