

REQUEST FOR DMPC DECISION – PCD 400**Title: MetCC Centre Review Project****Executive Summary:**

This paper requests approval to decant MetCC despatch services from MetCC Bow, Lambeth and Hendon and re-locate to BCU Ops Rooms

If approved, this will deliver:

- 999/101 service improvements to London by resourcing MetCC to meet present and future demand. By stabilising the “as is” first contact service we will enable future transformation activity to be successfully landed.
- A unified and streamlined despatch model, which enables BCUs to actively manage demand, risk and resources to efficiently deliver the best response to London by providing seamless end-to-end incident management and resolution.
- Ensure there is clear unity of command with empowered leaders who are accountable for performance.
- Avoid additional re-location costs associated with maintaining the centralised model across two sites, which would include centre closures and reconfiguration of despatch floor layouts.
- Improved working conditions (align shift pattern, breaks, training days, overall environment, manage stress) to reduce sickness/attrition and retain highly trained and motivated staff within MetCC.

This will lead to;

- Single accountability and ownership of demand, risk and resource to drive performance.
- Empowerment of BCU Operations Manager to streamline decision-making at local level.
- Improved situational awareness of leaders regarding competing demands, ensuring appropriate and proportionate response, whilst understanding local communities and context.
- Reduced duplication of supervision between MetCC and TP.

It is also intended to enable;

- Re-location of SC&O19 to maintain armed capability in central London whilst Limehouse is redeveloped.
- Disposal of other estate delivering up to £20.8m capital receipts and £1.2m revenue savings.

The DMPC is requested approve project revenue of £2.9m to enable relocation of Despatch services (includes technology moves, project delivery and VR costs). This will be met from reserves at inception and will be repaid by 2022/23 from the savings the project will create.

Recommendation:

The DMPC is asked to;

- Approve project revenue of £2.9m to enable relocation of Despatch services (includes technology moves, project delivery and VR costs). This will be funded by reserves in 2018/19 and 2019/20.
- The staff reductions, if approved, will enable a net saving of £0.3m per annum from 2019/20 and further £0.6m from 2020/21. This saving will repay the reserves used to fund the project revenue of £0.3m in 2019/20, £0.9m in 2020/21, £0.9m in 2021/22 and £0.7m in 2022/23.
- Approve removal of 66 TP Hot Desk Sergeant posts (-£4.5m) enabled by the relocation of Despatch to BCUs and the removal of 6 MetCC Duty Officers (2 Inspectors, 4 Band Cs) delivering further revenue savings (-£0.4m).
- Approve the re-investment of the budget for 66 TP Hot Desk Sergeants (-£4.5m) as described above into an additional 91 Band E FTEs (£4.0m) which will enable MetCC to be fully resourced and drive 999/101 performance improvement.
- Approve placing suppliers on contract in accordance with the process set out in the Commercial case (Part 2).
- Approval to uplift the ceiling value of the ICCS Contract with Frequentis from the original value of £8.4m to £12.6m.

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

Spine Under

Date

1/6/18

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

Decision required – supporting report

1. Introduction and background

- 1.1. The current model has created a contact handling dependency on despatch services. The future proposal is to separate these into two services.
- 1.2. The proposal to relocate Despatch Services and integrate them with BCU HQ Operations Rooms is intended to provide a unified local command and control operating model which will enable streamlined decision making, clear accountability for performance and remove internal demand which will ensure leaders focus on addressing risk, vulnerability and local public priorities.

2. Issues for consideration

- 2.1. That approval will enable re-location of SC&O19 from Limehouse to MetCC Bow to maintain firearms capability in central London and progression of the re-development of Limehouse Police Station by the Estates Programme and to disposal of additional sites (estimated £20.8m capital receipts and £1.2m revenue savings).

3. Financial Comments

- 3.1. The total revenue cost for the project is £2.9m. It is requested that this is to be funded from MPS reserves and repaid by the staff savings.

4. Legal Comments

- 4.1. The Authority can legitimately under Regulation 72 (1) (b) of the Public Procurement Regulations 2015, increase the ceiling value of the ICCS Contract up to 50% of its initial value. The Met CCC Review could not have been anticipated by a competent Authority when it was awarded in 2014. The MPS is currently negotiating a three-year extension to this Contract, which will be submitted for governance approval later this year.

5. Equality Comments

- 5.1. An Equality Impact Assessment has taken place with no significant issues been identified. The EIA is a thread within the project which will be constantly reviewed to ensure issues are identified at an early stage to allow for any required mitigation to be put in place.

6. Background/supporting papers

- 6.1. Report.

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.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

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

If yes, for what reason: EXEMPT under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011.

Data Protection Section 40, Commercial Interest Section 43 and Legal Professional Privilege Section 40.

ORIGINATING OFFICER DECLARATION:

Head of Unit: The Head of Strategic Finance and Resource Management 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 Chief Financial Officer has been consulted on this proposal.	✓
Equalities Advice: No Equality and Diversity issues identified.	✓

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

01/06/2018



MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

**MetCC Centre Review Project
MOPAC Investment Advisory Board
2nd May 2018**

Report by T/DAC 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

The MetCC Centre Review's Outline Business Case (OBC) was approved by the Portfolio & Investment Board (PIB) on 11th July 2017, who authorised funding for a Full Business Case to develop the preferred Option (Option 3) as outlined below:

- **OPTION 3:** Decant MetCC despatch services from MetCC Bow, Lambeth and Hendon and re-locate to BCU Ops Rooms

By approving Option 3, the Board agreed to the locally delivered model being the basis for this Final Business Case. If approved, this FBC will deliver:

- 999/101 service improvements to London by resourcing MetCC to meet present and future demand. By stabilising the "as is" first contact service we will enable future transformation activity to be successfully landed.
- A unified and streamlined despatch model, which enables BCUs to actively manage demand, risk and resources to efficiently deliver the best response to London by providing seamless end-to-end incident management and resolution.
- Ensure there is clear unity of command with empowered leaders who are accountable for performance.
- Avoid additional re-location costs associated with maintaining the centralised model across two sites, which would include centre closures and reconfiguration of despatch floor layouts.
- Improved working conditions (align shift pattern, breaks, training days, overall environment, manage stress) to reduce sickness/attrition and

retain highly trained and motivated staff within MetCC.

This will lead to;

- Single accountability and ownership of demand, risk and resource to drive performance.
- Empowerment of BCU Operations Manager to streamline decision-making at local level.
- Improved situational awareness of leaders regarding competing demands, ensuring appropriate and proportionate response, whilst understanding local communities and context.
- Reduced duplication of supervision between MetCC and TP.

It is also intended to enable;

- Re-location of SC&O19 to maintain armed capability in central London whilst Limehouse is redeveloped.
- Disposal of other estate delivering up to £20.8m capital receipts and £1.2m revenue savings.

The Board is invited to approve project revenue of £2.9m to enable relocation of Despatch services (includes technology moves, project delivery and VR costs). This will be met from reserves at inception and will be repaid by 2022/23 from the savings the project will create.

Recommendations

The Commissioner on behalf of the MPS Portfolio & Investment Board supports the following points:

- 1. Approve project revenue of £2.9m to enable relocation of Despatch services (includes technology moves, project delivery and VR costs). This will be funded by reserves in 2018/19 and 2019/20.**
- 2. The staff reductions, if approved, will enable a net saving of £0.3m per annum from 2019/20 and further £0.6m from 2020/21. This saving will repay the reserves used to fund the project revenue of £0.3m in 2019/20, £0.9m in 2020/21, £0.9m in 2021/22 and £0.7m in 2022/23.**
- 3. Approve removal of 66 TP Hot Desk Sergeant posts (-£4.5m) enabled by the relocation of Despatch to BCUs and the removal of 6 MetCC Duty Officers (2 Inspectors, 4 Band Cs) delivering further revenue savings (-£0.4m).**

4. **Approve the re-investment of the budget for 66 TP Hot Desk Sergeants (-£4.5m) as described above into an additional 91 Band E FTEs (£4.0m) which will enable MetCC to be fully resourced and drive 999/101 performance improvement.**
5. **Approve placing suppliers on contract in accordance with the process set out in the Commercial case.**
6. **Approval to uplift the ceiling value of the ICCS Contract with Frequentis from the original value of £8.4m to £12.6m.**

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

1. **Approve project revenue of £2.9m to enable relocation of Despatch services (includes technology moves, project delivery and VR costs). This will be funded by reserves in 2018/19 and 2019/20.**
2. **The staff reductions, if approved, will enable a net saving of £0.3m per annum from 2019/20 and further £0.6m from 2020/21. This saving will repay the reserves used to fund the project revenue of £0.3m in 2019/20, £0.9m in 2020/21, £0.9m in 2021/22 and £0.7m in 2022/23.**
3. **Approve removal of 66 TP Hot Desk Sergeant posts (-£4.5m) enabled by the relocation of Despatch to BCUs and the removal of 6 MetCC Duty Officers (2 Inspectors, 4 Band Cs) delivering further revenue savings (-£0.4m).**
4. **Approve the re-investment of the budget for 66 TP Hot Desk Sergeants (-£4.5m) as described above into an additional 91 Band E FTEs (£4.0m) which will enable MetCC to be fully resourced and drive 999/101 performance improvement.**
5. **Approve placing suppliers on contract in accordance with the process set out in the Commercial case.**
6. **Approval to uplift the ceiling value of the ICCS Contract with Frequentis from the original value of £8.4m to £12.6m.**

Time sensitivity

A decision is required from the Deputy Mayor by 16th May 2018. This is because the potential lead time for contractors will impact upon the required move date for the redevelopment of Limehouse Police Station.

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

Introduction and background

The current model has created a contact handling dependency on despatch services which are frequently under-resourced. Our future vision separates these two services;

Met Contact & Resolution (Programme 1): a self-sufficient service which enables public access through a range of channels and for demand to be resolved without deployment. This service will be the “shop window” of the MPS and provide a broader range of services than currently provided through MetCC Telephony.

Command & Control (Programme 2): this service will oversee the operational deployment of officers and unite central, local and specialist command and control services balancing the need for local and specialist knowledge with the ability to provide oversight of activity across London and the capability to deploy asset to the most challenging incidents and events.

Prior to the submission of the Full Business Case an Outline Business Case, which was approved by PIB on 11th July 2017, explored in detail the following options:

- Option 1: Do nothing
- Option 2: Decant MetCC Bow and re-locate despatch services to MetCC Hendon and Lambeth
- Option 3: Decant MetCC despatch services from MetCC Bow, Lambeth and Hendon and re-locate to TP BCUs

Anticipated Operational Benefit

Despatch, who deploy resources, forms part of our core contract with the Public. Currently it is part of MetCC but this project will relocate it to Basic Command Units (BCU) Operation rooms. This will lead to:

- Improved teamwork between frontline officers and despatch service ensuring effective command and control of local incidents. “Command” is the decision making function of operational leaders. Within BCUs this is the Operations Manager for day-to-day incident management. “Control” is the service which co-ordinates operational delivery of command decisions;
- Single accountability and ownership of demand, risk and resource to drive performance. By co-locating the functions of both command and control into the same physical location BCU leaders will be able to effectively manage demand, risk and resources to deliver local policing services.
- Empowerment of Operations Manager to streamline decision-making at local level without becoming autonomous

- Improved situational awareness for leaders regarding competing demands, ensuring appropriate and proportionate response, whilst understanding local communities, local context and the ability to focus on local priorities
- Reduced duplication of supervision between MetCC and TP enabling leaders to focus on the service to London
- Effective leadership and oversight of BCU operational activity over an increased geographic area through integration of Despatch and BCU HQ Operations Room designs. Cross border incidents will be managed through cooperation directly between BCU Operations Managers.

In summary, relocating Despatch Services and integrating them with BCU HQ Operations Rooms will provide a unified local command and control operating model which will enable streamlined decision making, clear accountability for performance and remove internal demand which will ensure leaders focus on addressing risk, vulnerability and local public priorities.

It is also intended to enable;

- Re-location of SC&O19 firearms capability to maintain armed response in central London whilst Limehouse is redeveloped.
- Disposal of other estate delivering up to £20.8m capital receipts and £1.2m revenue savings.

The Full Business Case is a comprehensive report that considers the option from a MPS wide perspective. The Business Case process eliminated a number of options, in consultation with key stakeholders, including Staff Associations and Unions, across the MPS. This included an option trialed on one of the new BCUs which involved a senior officer from the BCU posted within the Despatch function. Whilst this was successful it was not considered a long term solution, as it would be drawing more leaders into central locations with less local control, supervision and visibility. The preferred option approved through the Governance process was decided upon following extensive work by the project team.

Business Readiness Assessment

The Commissioner has authorised for the MetCC Centre Review project to proceed to IAB for approval of the Full Business Case. If approved by IAB the Commissioner requires that the following points are specifically considered and approved by PIB prior to go-live, as part of robust readiness assessments:

1. Detailed procedures and escalation plans in MetCC to manage large pan-London incidents. This must include staffing plans to deal with Major Incidents within MetCC/SOR.
2. Procedures and ways of working for specifying and assuring consistent standards across the despatch teams.
3. How effective and sustainable leadership in command, control and despatch can be assured.

4. Training and development plans – for officers and staff in despatch teams and for BCU leadership teams that are consistent with our ambition to provide a highly effective and professional service in despatching and controlling Met assets in response to calls for service.

A Project Delivery Team, made up of staff from across the MPS including Subject Matter Experts, will be formed and will work on the above areas as a priority.

Quality Assurance Process

The Project has followed the Transformation Directorate internal assurance process. If approved further gateway assurance process will be required prior to implementation. In addition to the standard assurance process the project will also:

- Gain approval from PIB
- Be subject to a Peer Review with an external body or force
- Mitigate any identified issues and risks while ensuring effective business change across MetCC
- Align the Project's outputs with the Command and Control Project

Delivery Approach

The delivery approach will include:

- Incremental/controlled delivery to provide us with the opportunity to minimise risk, to deal with issues as they arise, to enable the service to stabilise before wider roll out and to monitor performance and implementation
- Robust Project Assurance and Supplier management
- Start with pathfinder BCU's which will be the most established
- Readiness assessment for each centre
- Impact assessment which also consider impact on First Contact and Pan London to ensure they remain resilient
- BCU roll out will be completed prior to decant despatch services from the three MetCC Centres
- PSD have been consulted throughout and have considered accommodation requirements within the BCU estate plan and refurbishment programme with concept drawings developed
- Recruitment process will ensure that wherever possible the right person with the right skills is considered to minimise training – moving people with capabilities across
- Retain a number of positions within the Centres to provide fallback capacity.

Issues for consideration

1. The following issues need to be considered:

- a) That, if agreed, the anticipated impact on the medium term financial plan

would be £2.9m project revenue costs.

- b) These initial revenue costs would result in a budget shortfall of £2.9m in 2018/19 and 2019/20 which if agreed would be funded by reserves and reimbursed in by £0.3m in 2019/20, £0.9m in 2020/21, £0.9m in 2021/22 and £0.7m in 2022/23.
- c) A survey showed significant support expressed by operational staff and officers both within TP and MetCC for returning Despatch services to a locally delivered model.
- d) That approval will enable re-location of SC&O19 from Limehouse to MetCC Bow to maintain firearms capability in central London and progression of the re-development of Limehouse Police Station by the Estates Programme and to disposal of additional sites (estimated £20.8m capital receipts and £1.2m revenue savings).

Contributes to the MOPAC Police & Crime Plan 2017-2021¹

2. The outputs from the project include:

- Despatch function moved to Territorial Policing Command.
- Locally delivered despatch creating a single path of accountability and enabling local decision making and reduced duplication.
- Release of HOT Desk Sergeant FTE enabling a staff uplift within MetCC First Contact to increase performance.
- Release of estate enabling firearms uplift and capital receipts.

These outputs link into the Three Transformation Objectives, which deliver the Mayor's Policing & Crime Plan.

Financial, Commercial and Procurement Comments

3. The Contracts and purchase works orders to be awarded are in accordance with the Procurement Strategy, approved in the OBC. Total external ongoing support costs are estimated at:

- Frequentis (£11m)
- BT (£701K)
- ATOS (£625)

The total support costs over 5 years is estimated at £12.3m which will be incorporated into Business as Usual and not requested as part of this paper and are subject to validation.

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

OFFICIAL - PUBLIC

The BT price is survey dependant. An initial MPS survey conducted by the MPS Digital Policing Department shows suitable lines are in place for all locations, further detail can be found in the restricted section of the report. Full site surveys are required to assess if there is sufficient capacity.

Estimates are made on the approval of this project and associated caveats.

- BT cost is from a VROM.
- No damage or depreciation of the equipment during relocation.
- Savings in MetCC operating costs will be used to refund the reserve fund.

The table below shows previous approvals on this project, the approval now being sought and the proportion of the total cost of the project these approvals represent.

	Previous Approvals "£000"	Final Total "£000"	% of Total cost	Comments
DXC	£24	19	1%	
Frequentis Bow	£1,968	£762	26%	€1.1/£1
Frequentis Lambeth and Hendon		£1,066	36%	€1.1/£1
BT	£232.8	£268	9%	
SIAM	£494.4	£125	4%	
Premier Moves		£13	0%	
Material Contingency		£210	7%	- 10% of material costs - Allow for agile working
Senior Project Manager	0	£143	5%	
Business Change Manager	0	£81	3%	
Procurement Manager	0	£17	1%	
HR Change Lead	0	£40	1%	
Communications Manager	0	£52	2%	
VR	0	£144	5%	
Total		£2,940		

The total revenue cost for the project is £2.9m in 2018/19. It is requested that this be funded from MPS reserves and repaid by the staff savings because of the removal of the HOT Desk Sergeant role.

Legal Comments

4. The Authority can legitimately under Regulation 72 (1) (b) of the Public Procurement Regulations 2015, increase the ceiling value of the ICCS Contract up to 50% of its initial value. The Met CCC Review could not have been anticipated by a competent Authority when it was awarded in 2014. The MPS is currently negotiating a three-year extension to this Contract, which will be submitted for governance approval later this year.

Equality Comments

5. An Equality Impact Assessment has taken place with no significant issues been identified. The EIA is a thread within the project which will be constantly reviewed to ensure issues are identified at an early stage to allow for any required mitigation to be put in place.

Privacy Comments

6. This project will not change any data protection requirements to those currently in place, as the processing of sensitive data will remain unchanged. It will however be reviewed during business readiness assessments to insure this continues to be the case.

Real Estate Implications

7. This project proposes the local delivery of Despatch functions which will be incorporated into existing estate. This project will enable Estates to deliver £20.8m of capital savings and £1.2m of annual revenue.

Environmental Implications

8. This project potentially allow staffs designated work place to be closer to home reducing commute distances and time.

Local despatch mode has the potential to decrease the travel time of responding units and therefore the emission levels emitted from emergency vehicles.

Background/supporting papers

Report author: Christian Ellis (Project Manager) 07500 807912

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 1 of this submission is supported by the Full Business Case, which details the Strategic, Economic, Commercial, Financial and Management Case.

Part 2 of MetCC Centre Review Project is exempt from publication for the following reasons:

Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011.

Data Protection Section 40, Commercial Interest Section 43 and Legal Professional Privilege Section 40.

For review 1st January 2021