

DMPC Decision – PCD 705

Title: Contract Award for Media Planning and Buying Services**Executive Summary:**

This paper seeks approval for the Metropolitan Police Service (MPS) and the National Counter Terrorism Policing Headquarters (NCTPHQ) to join the procurement framework run by the Greater London Authority (GLA) for the procurement of Media Planning and Buying Services.

Media Planning and buying services are required to deliver impactful and cost effective advertising campaigns to support MPS and NCTPHQ organisational priorities, from Violent Crime and Be Safe crime prevention campaigns, to recruitment of a significant volume of new police constables. The supplier provides advice on selecting the right media channels to hit the target audience for each campaign with minimum wastage, as well as securing the best prices and buying the recommended advertising space.

The MPS will extend the current contract in order for it to expire April 2021 and then the MPS and NCTPHQ will join the GLA framework in a new contract for four years (2+1+1) with an estimated value in the range £23.4M to £33.2M over the four years. The contract does not commit MPS and NCTPHQ to any expenditure with the supplier.

Recommendation:

The Deputy Mayor for Policing and Crime is recommended to:

1. Give approval for the MPS Director of Media and Communications (DMC) to initiate procurement activity as a part of the GLA Collaborative initiative, with a view to procure a new media planning and buying services contract to replace the current contract when it is due to end April 2021.
2. Give delegated approval to the MPS Director of Commercial Services to award the contract following completion of the tendering process on the basis that the supply category being procured is neither novel nor contentious.
3. Note that the contract term will be for four years (2+1+1) and the MPS value of the call off agreement from £23.4M up to a maximum of £33.2M inclusive of any extension. This range has been calculated to provide options if required in future and this spend, including the lower amount, is neither guaranteed nor committed.

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

Spence Lund

Date

24/02/2020

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

1. Introduction and background

- 1.1. Media planning and buying services are required to deliver impactful and cost effective MPS advertising campaigns to support MPS organisational priorities, from Violent Crime and Be Safe crime prevention campaigns, to recruitment of a significant volume of new police constables. The current supplier is Wavemaker. They are managed by the Director of Media and Communications (DMC) to provide advice on selecting the right media channels to hit the target audience for each campaign with minimum wastage, as well as securing the best prices and buying the recommended advertising space. This requires negotiating with the relevant media owners, for example, outdoor sites, radio, magazine publishers, newspapers or digital networks to achieve value for money. The provider also conducts research to support audience insight and targeting, and measures success where possible on business outcomes.
- 1.2. Access is also provided to National Counter Terrorism Policing Headquarters (NCTPHQ) for their own campaigns, as well as on an ad hoc basis more widely across the MPS.
- 1.3. The current GLA Collaborative contract is due to expire on 15th December 2020. The MPS awarded the Media Planning and Buying Services contract (SS3/17/51) to Wavemaker on 24th April 2018, later than other GLA functional bodies. It is currently due to expire on 23rd April 2020, with the option for two one-year extensions. The MPS intends to extend the Wavemaker contract up to April 2021 and join the new media planning and buying framework along with the other FB thereafter. This will allow for a four month handover period to enable a seamless transition to the new supplier and ensure media buying to support recruitment campaigns for new Police Officers is not disrupted.

2. Issues for consideration

- 2.1. The Wavemaker contract with the MPS is in its second year and has the option of two further 12 month extensions from April 2020. The original expiration date is April 2022, however, the MPS will only be taking up the option to extend the contract for one 12 month period from April 2020 to April 2021.
- 2.2. By joining the current collaborative procurement initiative being run by the GLA, the MPS can align contract dates with other GLA functional bodies and continue to leverage the collective buying power and potential savings of the GLA group.
- 2.3. The MPS has not undertaken its own value for money assessment of the different routes to market. We anticipate the GLA Collaborative Procurement Team (CPT) will undertake this exercise on behalf of all functional bodies, as a part of the collaborative procurement initiative.

- 2.4. Currently one of the MPS's biggest organisational priorities is the recruitment of a significant number of new police constables. There is a potential risk handing over to and on boarding a new supplier in December 2020, during the uplift. This will be mitigated by managing the transition of activity and ensuring a long and thorough handover process is in place between the old and new suppliers.

3. Financial Comments

- 3.1. Costs will be met from existing budgets and a separate business case will be produced should expenditure need to exceed the available budget.
- 3.2. The contract enables the MPS to purchase advertising space in the most cost effective way by maximising the economies of scale achieved by buying space through a large media agency.
- 3.3. The MPS buys advertising space for both recruitment and corporate advertising campaigns. DMC is currently managing on behalf of HR one of the MPS's biggest organisational priorities for the next four years which is the attraction of a significant number of new police constables, in line with the Government's recent announcement to recruit 20,000 officers nationally. To achieve the uplift there is a significant reliance on effective and efficient media buying and planning, to ensure the campaign attracts a sufficient numbers of applicants, to meet the requirements of the workforce plan. The new media planning and buying supplier will be a fundamental partner in achieving a successful outcome to this aim.
- 3.4. The MPS also provides access to the contract more widely across the MPS, and to CTPHQ. Whilst DMC manage the attraction of police officer roles on behalf of HR, the attraction of police staff roles is currently outsourced to SSCL, who have contracted their own media planning and buying supplier to handle this work. The MPS would like the option of accessing the new media planning and buying contract for this purpose, should the need arise.
- 3.5. The anticipated value of the new contract is £23.4M to £33.2M over four years, or approx. £5.85M to £8.3M per year. This range provides flexibility to meet the MPS's minimum forecast spend for corporate campaigns, PC recruitment and CTPHQ requirements, as well as scope for any additional potential spend that may be required on behalf of HR and options to access this contract for any police staff attraction media activity currently undertaken by SSCL should this be required.
- 3.6. The CPT have started a procurement process to implement a new media buying and planning contract under the GLA joint procurement initiative. The MPS is involved in determining the scope and tendering of the framework and it is anticipated that the CPT will explore all potential routes to market including existing framework agreements and via OJEU. The new supplier will need to be in place when the contract expires in

December 2020 (for TFL and the FB). This will provide the MPS with a compliant and viable route to market for all of our media requirements.

- 3.7. The MPS intends to join the new media planning and buying framework in April 2021. However, the decision to join the contract on this date, or extend the existing Wavemaker contract, will depend on the value remaining on the contract at that time and an assessment of the risk of moving the marketing of police constables to a new supplier during the uplift.
- 3.8. The current MPS revenue budget provision over four years for media planning and buying services is £16.0 m. This is spread across the following directorates over four years:
 - a. Directorate of Media and Communication (DMC) £6.0M.
 - b. Human Resources (HR) £8.8M.
 - c. National Counter Terrorism Policing Headquarters (NCTPHQ) £1.2M
- 3.9. The proposal is a call-off contract with a maximum value of £33.2M over 4 years which does not commit the MPS to any expenditure with the supplier in any particular year.
- 3.10. The base range of the figure includes Police Constables (PC) and Detective Constables (DC) recruitment marketing whereas the top end of the range includes Metropolitan Police Specials Constabulary, police staff recruitment, transferees and bespoke campaigns for PC. The base range of the figure includes PC and DC recruitment marketing whereas the top end of the range includes Metropolitan Police Specials Constabulary, police staff recruitment, transferees and bespoke campaigns for PC.
- 3.11. Should the actual expenditure required exceed the budget a business case will be required from the relevant business directorate highlighting requirements and the funding source.

4. Legal Comments

- 4.1. The provision of approval to initiate procurement activity is a MOPAC Governance decision and does not, at this stage, commit the MPS to any binding contractual arrangements. This proposal for the MPS to join the collaborative procurement initiative being run by the GLA supports the GLA strategy to collaborate on common back office commoditised items, predominantly across the Corporate Services category areas. This paper requests that, following a competitive tendering process authority to award the contract is delegated to the Director of Commercial Services which is within MOPAC's authority to delegate.
- 4.2. 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. GDPR and Data Privacy

- 5.1. 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.
- 5.2. 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.
- 5.3. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the proposal meets its compliance requirements.
- 5.4. The proposal does not use personally identifiable data of members of the public, so there are no GDPR issues to be considered.

6. Equality Comments

- 6.1. Equality and Diversity impact has been considered with no issues identified or foreseen.

7. Background/supporting papers

- 7.1. Equality and Diversity impact has been considered with no issues identified or foreseen.

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 NO

ORIGINATING OFFICER DECLARATION

Tick to confirm statement (✓)

Financial Advice

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

✓

Legal Advice

The MPS legal team has been consulted on the proposal. OR 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.

✓

GDPR/Data Privacy

- GDPR compliance issues are covered in the body of the report

✓

Director/Head of Service

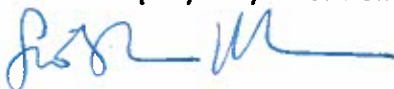
The CFO has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.

✓

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

24/02/2020



MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Contract Award for Media Planning and Buying Services

MOPAC Investment Advisory & Monitoring meeting 7.1.20

Report by James Helm 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

This concerns the procurement of Media Planning and Buying Services for the Metropolitan Police Service (MPS) and National Counter Terrorism Policing Headquarters (NCTPHQ).

Recommendations

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

- That approval is given for DMC to initiate procurement activity as a part of the GLA Collaborative initiative, with a view to procure a new media planning and buying services contract to replace the current contract. The current GLA contract expires in December 2020. The MPS joined this contract later than other FBs, and our call off from the contract is currently due to end in April 2020, with the option for two-one year extensions. Our intention is to extend the MPS contract up to April 2021, and join the GLA collaborative contract thereafter. This will allow for a four month managed transition period.
- That approval to award the contract is delegated to the Director of Commercial Services following completion of the tendering process on the basis that the supply category being procured is neither novel nor contentious.
- The contract will be for 2+1+1, and the MPS value of the call off agreement from £23.4m up to a maximum of £33.2m inclusive of any extension. This range has been calculated to provide options if required in future and this spend, including the lower amount, is neither guaranteed nor committed.

Time sensitivity

A decision is required from the Deputy Mayor in order to commence the procurement process in early 2020.

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

Introduction and background

1. Media planning and buying services are required to deliver impactful and cost effective MPS advertising campaigns to support MPS organisational priorities, from Violent Crime and Be Safe crime prevention campaigns, to recruitment of a significant volume of new police constables. The current supplier is Wavemaker. They are managed by DMC to provide advice on selecting the right media channels to hit the target audience for each campaign with minimum wastage, as well as securing the best prices and buying the recommended advertising space. This requires negotiating with the relevant media owners, for example, outdoor sites, radio, magazine publishers, newspapers or digital networks to achieve value for money. The provider also conducts research to support audience insight and targeting, and measures success where possible on business outcomes.
2. Access is also provided to Counter Terrorism Policing Headquarters (CTPHQ) for their own campaigns, as well as on an ad hoc basis more widely across the MPS.
3. The current GLA Collaborative contract is due to expire on 15th December 2020. The MPS awarded the Media Planning and Buying Services contract (SS3/17/51) to Wavemaker on 24th April 2018, later than other FB. It is currently due to expire on 23rd April 2020, with the option for two one-year extensions. The MPS intends to extend the Wavemaker contract up to April 2021 and join the new media planning and buying framework along with the other FB thereafter. This will allow for a four month handover period to enable a seamless transition to the new supplier and ensure media buying to support recruitment campaigns for new PCs is not disrupted.

Issues for consideration

The key issues the Board need to take account of are:

4. The Wavemaker contract with the MPS is in its second year, and we have the option of two further 12 month extensions from April 2020. The expiration date is April 2022 but the MPS will not be taking up the full extension option.
5. By joining the current collaborative procurement initiative being run by the CPT, the MPS can align contract dates with other GLA FB, and continue to leverage the collective buying power and potential savings of the GLA group.
6. The MPS has not undertaken its own value for money assessment of the different routes to market. We anticipate the CPT will undertake this exercise on behalf of all FB, as a part of the collaborative procurement initiative.
7. Currently one of the MPS's biggest organisational priorities is the recruitment of a significant number of new police constables. There is a potential risk

handing over to and on boarding a new supplier in December 2020, during the uplift. We will mitigate this by managing the transition of activity and ensuring a long and thorough handover process is in place between the old and new suppliers.

8. Costs will be met from existing budgets and a separate business case will be produced should expenditure need to exceed the available budget.

Contributes to the MOPAC Police & Crime Plan 2017-2021¹

9. The procurement of a new media planning and buying services provider will enable the DMC to develop effective corporate and recruitment campaigns to support the Police and Crime Plan

Financial, Commercial and Procurement Comments

10. The current media planning and buying services contract with Wavemaker was let on 24th April 2018 and is in its second year, with the option of two further 12 month extensions up to April 2022. However, the MPS will not be taking the contract to this date.
11. The contract enables the MPS to purchase advertising space in the most cost effective way by maximising the economies of scale achieved by buying space through a large media agency.
12. The MPS buys advertising space for both recruitment and corporate advertising campaigns. DMC is currently managing on behalf of HR one of the MPS's biggest organisational priorities for the next four years which is the attraction of a significant number of new police constables, in line with the Government's recent announcement to recruit 20,000 officers nationally. To achieve the uplift there is a significant reliance on effective and efficient media buying and planning, to ensure the campaign attracts a sufficient numbers of applicants, to meet the requirements of the workforce plan. The new media planning and buying supplier will be a fundamental partner in achieving a successful outcome to this aim.
13. The MPS also provides access to the contract more widely across the MPS, and to CTPHQ. Whilst DMC manage the attraction of police officer roles on behalf of HR, the attraction of police staff roles is currently outsourced to SSCL, who have contracted their own media planning and buying supplier to handle this work. The MPS would like the option of accessing the new media planning and buying contract for this purpose, should the need arise.
14. The anticipated value of the new contract is £23.4 to £33.2million over four years, or approx. £5.85 to £8.3 million per year. This range provides flexibility to meet the MPS's minimum forecast spend for corporate campaigns, PC recruitment and CTPHQ requirements, as well as scope for any additional potential spend that may be required on behalf of HR and options to access

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

this contract for any police staff attraction media activity currently undertaken by SSCL should this be required.

15. The GLA Collaborative Procurement Team (CPT) have started a procurement process to implement a new media buying and planning contract under the GLA joint procurement initiative. The MPS is involved in determining the scope and tendering of the framework and it is anticipated that the CPT will explore all potential routes to market including existing framework agreements and via OJEU. The new supplier will need to be in place when the contract expires in December 2020 (for TFL and the FB). This will provide the MPS with a compliant and viable route to market for all of our media requirements.
16. The MPS intends to join the new media planning and buying framework in April 2021. However, the decision to join the contract on this date, or extend the existing Wavemaker contract, will depend on the value remaining on the contract at that time and an assessment of the risk of moving the marketing of police constables to a new supplier during the uplift.
17. The current MPS revenue budget provision over four years for Media Planning and Buying services is £16.0 m.
18. This is spread across the following directorates over four years:
 - a. Directorate of Media and Communication (DMC) £6.0m.
 - b. Human Resources (HR) £8.8m.
 - c. National Counter Terrorism Policing Headquarters (NCTPHQ) £1.2m
19. The proposal is a call-off contract with a maximum value of £33.2m over 4 years which does not commit the MPS to any expenditure with the supplier in any particular year.
20. The base range of the figure includes PC and DC recruitment marketing whereas the top end of the range includes Met Police Specials Constabulary, police staff recruitment, transferees and bespoke campaigns for PC.
21. Should the actual expenditure required exceed the budget a business case will be required from the relevant business directorate highlighting requirements and the funding source.

Legal Comments

22. The provision of Approval to Initiate Procurement Activity is a MOPAC Governance decision and does not, at this stage, commit the MPS to any binding contractual arrangements. This proposal for the MPS to join the collaborative procurement initiative being run by the CPT supports the GLA strategy to collaborate on common back office commoditised items, predominantly across the Corporate Services category areas. This paper requests that, following a competitive tendering process authority to award the contract is delegated to the Director of Commercial Services which is within the MOPAC's authority to delegate. 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.

Equality Comments

23. This business case has undergone initial equality screening. Due regard has been taken to the Equality Act's Public Sector Equality Duty. Real consideration has been taken to assess equality impact caused by the proposed business changes. As a result, no positive or negative impact has been identified to any individual and/or group safeguarded by a protected characteristic and those who are not.

Privacy Comments

24. 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.

25. 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.

26. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the proposal meets its compliance requirements.

27. The proposal does not use personally identifiable data of members of the public, so there are no GDPR issues to be considered.

Real Estate Implications

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

Environmental Implications

29. There is no impact to the Mayor's London Environment Strategy² arising from this proposal.

Background/supporting papers

16 There are no supporting papers associated with this report.

Report author: Stephanie Day, Assistant Director of Media and Communication

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

