

REQUEST FOR DMPC DECISION – PCD 109**Title: Mobile Devices Full Business Case****Executive Summary:**

This paper requests approval of the final business case for Mobile Devices. The proposal will enable the delivery of the technology to support mobile working and provides the opportunity to deliver a modern platform capable of supporting the present and future organisational needs.

Recommendation:

The DMPC is asked to

1. Approve additional funding from the capital programme by £23.5m to £107m
2. Increase the revenues costs within the Medium Term Financial Plan (MTFP) by £15.6m
3. Allow the initiation of contract action and award contracts/purchase work orders with suppliers worth £115m over five years.

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**

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

Decision required – supporting report

1. Introduction and background

- 1.1. The Mobile Devices project will provide frontline and operational officers and staff with a mobile device which will allow them to deliver services more efficiently and effectively at the first point of contact and significantly reduce the reliance on fixed desktops availability at predefined locations.
- 1.2. The provision of Mobile Devices to MPS officers and staff is a core pillar of the technology capabilities that support the MPS's Business Continuity and Disaster Recovery plans by allowing working flexibly at any location. This supports several objectives of the One Met Model.

2. Issues for consideration

- 2.1. The proposal is a technical refresh programme and provides the basis for major change in how the MPS delivers its services. It provides the infrastructure to enable all frontline and operational staff to deliver mobile services.
- 2.2. The introduction of mobile technology is a critical enabler to supporting the wider transformation of the MPS including the One Met Model (OMM) and the Estates Transformation programme.
- 2.3. The proposal will deliver 32,000 mobile devices and supporting infrastructure that will provide the technical capabilities to support flexible working within the MPS.

3. Financial Comments

- 3.1. The proposal requires capital spend of £107m over the period 2014/15 to 2020/21 and revenue spend of £62.3m for 2016/17 through to 2020/21. Approval is also requested for additional capital spend of £23.5m and additional revenue spend of £15.6m.
- 3.2. The proposal will deliver cashable savings of £6.28m, principally through the move from fixed desktops to mobile devices.
- 3.3. There will also be indirect cashable and indirect non cashable savings from this proposal. This will be up to £72.4m per annum and is linked to the Estates Transformation and Met Integrated Policing Solution (MiPS) Programmes.

4. Legal Comments

- 4.1. There are no legal implications arising from this report the community.

5. Equality Comments

- 5.1. There are no direct equality or diversity implications arising from this report

6. Background/supporting papers

- 6.1. None.

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 rational 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.

ORIGINATING OFFICER DECLARATION:

	<i>Tick to confirm statement (✓)</i>
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 Head of Strategic Finance and Resource Management 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

9/12/16

MOBILE DEVICES FULL BUSINESS CASE

INVESTMENT ADVISORY BOARD 22ND NOVEMBER 2016

Report by Angus McCallum on behalf of the Deputy Commissioner

EXECUTIVE SUMMARY

This Final Business Case (FBC) for the Mobile Devices rollout project is seeking funding to deliver the following:

- 32,000 mobile devices (laptops and desktops) with accessories (keyboards, docking stations, etc.).
- Redevelopment of bespoke mobile applications (mobile CRIS, Merlin, eForms etc).
- Procurement of charging cabinets for up to 17,500 devices.
- Implementation and support of corporate and guest Wi-Fi to 176 locations including garages (including police car parks / yards).
- Implementation of supporting infrastructure, including the Mobility Secure Enterprise Gateway (mSEG).
- Microsoft Licences call off via the Cabinet Office Microsoft Agreement.
- Provision of voice & data connectivity from the National Police Mobile Framework Provider for mobile devices.
- Completion of implementation of the In-Vehicle Mobile Applications (IVMA) solution and ongoing support charges.
- Provision of an end to end integrated support for mobile devices and associated infrastructure from the Service Integration and Management (SIAM) model and tower suppliers.
- Decommissioning of redundant end user equipment (e.g. Operational PDA, iPads, workstations).

This project will provide frontline (Field) and operational officers and staff (Flex) with a mobile device which will allow them to deliver services more efficiently and effectively at the first point of contact and significantly reduce reliance on fixed desktop availability at predefined locations.

The provision of Mobile Devices to MPS officers and staff is a core pillar of the technology capabilities that support the MPS's Business Continuity and Disaster Recovery plans by allowing working flexibly at any location. This also supports several objectives of the One Met Model 2020.

The FBC is the investment business case for the delivery of that technology and provides an opportunity to deliver a modern platform capable of supporting the present and future organisation business needs.

A. RECOMMENDATIONS - That

1. Members are invited to approve the following:
 - a) Increase total capital provision by £23.5m to £107m.
 - b) Approval of £30.2m capital and request £76.8m.
 - c) Agree revenue spend of £14.5m p.a.
2. As part of the capital and revenue costs above, approval is sought to initiate contract action and award Contracts / Purchase Work Orders with suppliers worth £115m over 5 years.

B. SUPPORTING INFORMATION

1. The overall cost for this programme of work is £107m capital for the period 2014/15 to 2020/21, and £62.3m revenue for the period 2016/17 to 2020/21. Of this, £30.2m capital and £3.9m revenue has already been approved by MOPAC. Members are invited to approve the balance of £76.8m capital draw down and £58.4m revenue. The overall cost of £107m exceeds the Capital Plan agreed with MOPAC in February 2016 by £23.5m.
2. This programme of work is primarily a technical refresh programme, and as such delivers £6.28m p.a. of cashable savings
3. Cashable and Non-Cashable Indirect benefits that are enabled, but not delivered, by this programme are estimated to be up to £72.4m p.a.

C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS

Equality and Diversity Impact

1. The Health and Safety aspects of the pilot and trials and the Final Business Case have been discussed with MPS Safety and Health Practitioners, who are content with the arrangements for the device carriage. All other H&S concerns are captured in the working documents for the project and Health and Safety is being reviewed at various stages going forward. The Mobile Devices Inclusion, diversity and equality screening assessment IDE is at Appendix A.

Financial Implications / Value for Money

2. Please see Part 2.

Legal Implications

3. Please see Legal Appendix 1.

Consultation undertaken

4. The following table outlines the extent that the subject matter has been discussed (internally and externally) and the extent of support / resistance it has received.

Consultation grid

Key stakeholder engagement (up to what level)	Supportive / Supportive with concerns / Not supportive / Not affected
Smarter Working programme board	Supportive
Tom Burk, PSD, Head of Engagement Management	Supportive
Matthew Punshon, PSD, Interim Director Asset Strategy	Supportive
David Skelton, Smarter Working Programme Manager	Supportive
David Pitty, Director of DP Solution Delivery	Supportive
Cmdr BJ Harrington, Mobile Devices SRU	Supportive
Hugh Logan, Financial Business Partner	Supportive

Risk (including Health and Safety) Implications (mandatory)

5. The main strategic risks and counter measures/mitigations are outlined in the following table.

Main Risk	Counter Measures/Mitigations
Development risks <ul style="list-style-type: none"> Delays to the redevelopment of the mobile applications and mSEG implementation could delay the start of rollout schedule for the project. 	<ul style="list-style-type: none"> Early engagement with the chosen supplier to commence the discovery phase at the earliest opportunity. Engage SIAM Tower as system integrator to ensure coordinated approach to delivery of the end-to-end service.
Implementation risks <ul style="list-style-type: none"> Officer and staff availability during the implementation/rollout phase may be untenable. SIAM Towers completion of Transformation process may delay the start of rollout. 	<ul style="list-style-type: none"> Commercial arrangements to be established for delivery of 4,000 devices / month with appropriate on-site support mechanisms. Establish close working and commercial relationship with SIAM and Tower suppliers.
Termination risks <ul style="list-style-type: none"> Capital already spent cannot be recouped. 	<ul style="list-style-type: none"> Identify potential options for reuse and reallocation of assets if necessary.

Real Estate and Environmental Implications (if relevant to the subject)

1. The introduction of Mobile Devices will support the Estates Transformation and is supported by Property Services Department.

The main environmental implications that have been identified are:

- Increased energy use from charging and running devices
- Increased raw material use for purchasing devices
- Reduced transport emissions (and associated wear and tear on vehicles)
- Possible reduced printing depending on how devices are used (i.e. tablets used for paperless meetings or reading packs of information away from the computer)

Not Protectively Marked

Report author: Angus McCallum, Chief Information Officer, extension 76 5000

Background papers:

PART 2: EXEMPT SECTION OF THE REPORT

1. The Mobile Devices Full Business case is the Part 2 of this report and is a separate document submitted to IAB with this report.
2. The reason why Part 2 is exempt from publication is; Exempt under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011
3. The relevant sections under the FOIA exempt this information from disclosure is Commercial Interest Section 43.
4. The confidentiality of Part 2 will be reviewed on the anniversary of its approval.

APPENDIX A

Inclusion, diversity and equality screening – Mobile Working

This mandatory section of the Business Case replaces the MPS Equality Impact Assessment. It is referenced in the Full Business Case for Mobile Working “Mobility FBC”.

If this Business Case impacts upon any of the Protected Characteristics below there must be:

- Consultation with S.A.M.U.R.A.I. - captured in the Stakeholder and Communication section above.
- Identified risk/issues captured in the Risks and Issues section above.

Figure 1: Inclusion Diversity and Equality Screening

Inclusion, Diversity and Equality Screening		
a)	<input type="checkbox"/>	Age
Consult the Business Change and Diversity Business Case Guidance document and add text for each impacted protected characteristic		
b)	<input checked="" type="checkbox"/>	Deaf / Disability
Planning is underway to meet both the challenges and opportunities presented by Smarter Working both for those with on-going conditions and those who temporarily require assistive technology and/or other related reasonable adjustments. The MPS will need to have a clear process for assessing any potential DSE issues arising from mobile devices and also a clear process and budget for managers to acquire assistive tools and technology.		
All devices will have appropriate carriage solutions, taking into consideration what is appropriate for individual roles.		
c)	<input type="checkbox"/>	Gender Reassignment
Add text		
d)	<input type="checkbox"/>	Marriage and Civil Partnership (for employment purposes only)
Add text		
e)	<input checked="" type="checkbox"/>	Pregnancy and Maternity
Mobile devices present an opportunity for those who are pregnant and those returning from Maternity Leave to undertake a level of home working. Such home working will need to be subject to medical recommendations and role requirements.		
f)	<input type="checkbox"/>	Race
Add text		
g)	<input type="checkbox"/>	Religion or Belief
Add text		
h)	<input checked="" type="checkbox"/>	Sex (gender)
Access to both mobile devices and more flexible working arrangements will be determined on the basis of organisational benefits and role requirements. Applications for a fixed flexible working pattern and/or temporary adjustments to working hours will continue to be handled under the Work/Life Balance Policy. These approaches will mitigate against the risk that more flexibility has been afforded purely at the discretion of individual managers.		
i)	<input type="checkbox"/>	Sexual Orientation
Add text		
j)	<input type="checkbox"/>	Other issues

Engagement

The Mobile devices project board has had attendance from a Federation Representative. The following groups have also been engaged concerning the wider anticipated changes of Smarter Working which mobile devices can enable:

Met Police Federation
Superintendents Association
MetTUS
Disability Staff Association

Regular direct engagement has taken place with tablet users in the Windows Tablet trial.

Risk Management

Feedback has been monitored from those in the tablet trial and expert advice has been sought from Health and Safety and Occupational Health. This in turn has helped support robust planning for the major roll out of mobile devices in 2017.

Analysis will need to be undertaken to ensure that there is a robust and defensible rationale for any assistive technology which cannot be adopted. Such rationale is most likely to include security considerations.

Communications will make it clear that aspects of Smarter Working can be adopted by everyone in the MPS. Even those in fixed roles will have the opportunity to use collaboration tools and may have different furniture.

If a tablet device is to be used for extended periods a suitable workstation should be utilised.

MPS workstations typically consist of standard height desk and an adjustable DSE chair, plus any ancillaries supplied with the device. Where specific workstations adaptations are required due to underlying physical or health concerns an appropriate DSE risk assessment should be undertaken. The standard DSE risk assessment if it identifies more complex work place DSE issues will be appropriately supplemented by a specialist assessment where a nominated work station is used. Following this assessment, there may be a requirement for specific DSE risk controls to be implemented for an individual, this may include the allocation of a specific workstation.

Opportunities afforded by Mobile Devices for those with protected characteristics

- They provide greater opportunity for officers and staff to manage how, where and when they work within a clear framework. This can be important to people who have caring responsibilities and it may help the MPS to recruit both men and women who might otherwise feel that child or other caring responsibilities would prevent them from applying for roles.
- It is important to note that the MPS is clear that smart working is not a substitute for child care or other caring responsibilities and proper arrangements need to be in place to allow our staff to be productive employees. However, within the smart working framework there are opportunities to balance and adjust working hours to meet such commitments and to achieve much better work-life-balance.
- Mobile devices can assist female staff returning to work following maternity leave and provides an attractive alternative to returning on a traditional, fixed, Flexible Working arrangement.
- They can assist those who have been absent due to long term sickness make a phased return to work.
- They can also provide the opportunity to be considered as a reasonable adjustment for a disability to avoid medical redeployment/retirement/redundancy or periods of disability related absence.
- Staff with a disability should have the same level of freedom as to how where or when they work as any other member of staff, including working from home, subject to role requirements, provided they have met the H&S requirements for home working.
- By providing the opportunity to work from home, or from closer to home, it can reduce the number and/or length of journeys staff have to make as part of their commute to work. This may be particular benefit to those who are on lower salaries and who rely on public transport.

Inclusion, Diversity and Equality Screening approved by Senior Responsible Owner of the Business Case

Name and Role:	Sadia Nujhat
B/OCU:	Portfolio Transformation Office
Date:	14/09/16

Legal Appendix 1

Recommended Action for Investment Advisory Board	Legal Implications
<p>a. Approval is sought to uplift the value of the National Mobile Framework Contract with Vodafone by up to 50% from £16m to £24m.</p> <p>The will enable the MPS to raise purchase orders for 4G connectivity required for IVMA and the initial roll out of new tablets in 2017.</p>	<p>Commercial Services have informed DLS that a time limited uplift to increase volume of services is required for business continuity until a new contract (referred to in b. below) is let.</p> <p>Regulation 72(1) (c) of the PCR 2015 enables a contracting authority to increase the price of an existing contract or framework by 50%. However, a contracting authority must first fulfil the following criteria (i) demonstrate the need of the modification has been brought about by circumstances which a diligent contracting authority could not have foreseen, and (ii) the modification does not alter the overall nature of the contract.</p> <p>If the Contracting Authority proceeds with the recommended action, it is advised a clear audit trail is established and evidence gathered to demonstrate the need for modification to the contract, opposed to awarding a contract at expiry of the existing contract, has arisen due to reasons unforeseen.</p> <p>The MOPAC Scheme of Consent and Delegation required the DMPC's approval for all unforeseen variations and extensions to contracts with an original value of £500k or above, when the variation or extension is greater than 10% of the original value and/or is for a period of more than 12 months.</p>
<p>b. Approval is sought to initiate and award a new data and voice Mobile Contract for new tablet devices worth an estimated £15m over 36 months, under a 2 plus 1 year Contract, from March 17 to March 2020.</p> <p>The requirement will be competed under a Crown Commercial Services Framework. This will provide the financial scope and access to commercially advantageous tariffs required for connectivity. In addition this will allow MPS flexibility when transitioning to the Home Office Emergency Services Framework.</p>	<p>On the basis of the information provided, DLS consider procuring new tablets through a call-off contract from an existing and accessible framework agreement and in accordance with the terms of that agreement is a compliant route to market in accordance with the Public Contract Regulations 2015.</p> <p>The MOPAC Scheme of Consent and Delegation requires the DMPC to approve all requests to go out to tender for contracts valued £500k or above.</p>
<p>c. To note, a Project Work Order for an end to end mobile devices service from the SIAM Tower provider (Atos) will be made at an estimated cost of £9.5m over 5 years.</p>	<p>Members are asked to note the contract action for information only.</p> <p>Commercial Services have confirmed the SIAM tower was awarded in December 2015 following an OJEU procedure in accordance with the PCR, with external lawyers DLA Piper engaged throughout.</p> <p>A Works Order under the terms of an existing contract that was provided for in the initial procurement in a clear, precise and unequivocal clause is a permissible course of action. On the basis of the information provided, DLS have not identified any concerns.</p>

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<p>d. To note, a Project Work Order for mobile applications support to AMS Tower (Accenture) at a cost of £5m over 5 years.</p>	<p>Members are asked to note the contract action for information only.</p> <p>Commercial Services have confirmed the AMS tower was awarded in May 2016 following an OJEU procedure in accordance with the PCR, with external lawyers DLA Piper engaged throughout.</p> <p>A Works Order under the terms of an existing contract that was provided for in the initial procurement in a clear, precise and unequivocal clause is a permissible course of action. On the basis of the information provided, DLS have not identified any concerns.</p>
<p>e. To note, a Project Work Order for end user device service to EUS Tower provider (CSC) at a cost of £52.5m over 5 years.</p>	<p>Members are asked to note the contract action for information only.</p> <p>Commercial Services have confirmed the EUS tower was awarded following an OJEU procedure in accordance with the PCR, with external lawyers DLA Piper engaged throughout.</p> <p>A Works Order under the terms of an existing contract that was provided for in the initial procurement in a clear, precise and unequivocal clause is a permissible course of action. On the basis of the information provided, DLS have not identified any concerns.</p>
<p>f. To note, a Call-Off Contract will be let for Microsoft Licenses from the Microsoft Enterprise Agreement with an estimated value of £5m over 3 years.</p>	<p>Members are asked to note the contract action for information only.</p> <p>On the basis of the information provided, DLS consider procuring licences through a call-off contract from an existing framework agreement within the terms of that agreement and approved by MOPAC on 17th March 2016 is a compliant route to market in accordance with the Public Contract Regulations 2015.</p>
<p>g. Approve is sought to an uplift of the current BT Reorganised Agreement by £8m from £60m to £68m.</p> <p>This will enable a call off purchase order for Wi-Fi coverage of 176 MPS sites.</p>	<p>Commercial Services have informed DLS that an uplift to increase the volume of services is required to ensure business continuity and facilitate exit.</p> <p>External Lawyers, DLA Piper, have provided advice which is set out more fully in the Portfolio and Investment Board Business Case at page 13. DLA Piper have advised reliance may be placed on regulation 72(1) (e) of the PCR 2015 for the basis of the modification of contract, and consider risk of challenge to be low.</p> <p>Regulation 72(1) (e) enables a contracting authority to make a modification to an existing contract that is 'not substantial' within the meaning of regulation 72(8), specifically, that it does not render the contract to be materially different in character; it is unlikely to have attracted additional participants had it been part of the initial procurement procedure; it does not change the economic balance of the contract in favour of the contractor; it does not extend the scope of the contract considerably.</p> <p>If the Contracting Authority proceeds with the recommended action, it is advised a clear audit trail is established and evidence gathered to demonstrate compliance with the considerations set out above.</p> <p>Whilst the external legal advice suggests the modification is not substantial within the meaning of the regulation and therefore a permitted exception, DLS recommend the DMPC approves the uplift due to the value of the unforeseen modification.</p>
<p>h. Approve the initiation and award of a direct</p>	<p>Commercial Services have informed DLS the direct award to BAESystems is required for a short period to facilitate exit and bridge the gap until a new</p>

Not Protectively Marked

<p>contract for up to 12 months for Mobility Gateway support, worth £500k, to BAE Systems on the basis the supplier owns the IPR in the MG software.</p> <p>This will ensure continuity of legacy mobile technology support from August 17 to August 18 and allow flexibility for MPS to terminate for convenience, in line with the roll out schedule for PDA/MDT replacement.</p>	<p>contract is in place.</p> <p>Commercial Services have also informed DLS that the supplier confirms they have exclusive ownership and control of IPR for the relevant mobile data terminals and personal data assistants which is critical to the performance of the services.</p> <p>The exclusive ownership and control of the IPR prima facie meets the criteria for a direct award under regulation 32(2)(b) (iii) of the Public Contract Regulations 2015. However, a contracting authority must also ensure there is no reasonable alternative or a substitute that exists and the absence of competition is not the result of an artificial narrowing down of parameters of the procurement. It is therefore advised, Commercial Services have a clear record and evidence of the due diligence that has been undertaken to ensure there is no reasonable alternative.</p> <p>On the basis of the information provided, DLS are content for the recommendation to proceed.</p> <p>The MOPAC Scheme of Delegation and Consent requires the DMPC to approve all contracts valued over £100k on the basis of an exemption under the PCR.</p>
<p>i. Approve the initiation and award of a direct call-off contract with EE from July 17 to July 18, for the provision of connectivity for current Mobile devices at a cost of £475k from the Crown Commercial Services Network Services Framework.</p> <p>Provision will be made to terminate for convenience as current devices are replaced by new tablet technology.</p>	<p>On the basis of the information provided, DLS consider procuring the services through a call-off contract from an existing and accessible framework agreement and in accordance with the terms of that framework agreement is a compliant route to market in accordance with the Public Contract Regulations 2015.</p> <p>The MOPAC Scheme of Consent and Delegation provides the Director of Strategic Procurement may approve all requests to go out to tender for contracts below £500K with the exception of any contract, regardless of its value, felt to be of an exceptional nature.</p>
<p>J To note, a contract variation costing £700k against total spend to the current mSEG Contract with Vodafone will be actioned.</p> <p>This will enable the mSEG to scale up to accommodate the increase in mobile devices from 27,000 to 34,000.</p>	<p>Members are asked to note the contract action for information only.</p> <p>Commercial Services have confirmed the mSEG contract was awarded on 24th June 2016 following a competitive tender in accordance with the Public Contract Regulations.</p> <p>A modification under the terms of an existing contract that was provided for in the initial procurement in a clear, precise and unequivocal clause is a permissible course of action. On the basis of the information provided, DLS have not identified any concerns.</p>
<p>k. To note, a Project Work Order for IVMA support to the SIAM</p>	<p>Members are asked to note the contract action for information only.</p> <p>Commercial Services have confirmed the SIAM tower was awarded following</p>

Not Protectively Marked

<p>Tower provider (Atos) at an estimated cost of £6.2m over 5 years will be actioned.</p>	<p>an OJEU procedure in accordance with the PCR, with external lawyers DLA Piper engaged throughout.</p> <p>A Works Order under the terms of an existing contract that was provided for in the initial procurement in a clear, precise and unequivocal clause is a permissible course of action. On the basis of the information provided, DLS have not identified any concerns.</p>
<p>L. Approval is sought for the initiation and award of a new Contract with EE, for the provision of 3000 SIM cards, for IVMA, at an estimated cost of £500k.</p> <p>The MPS can make a direct award under the terms of the CCS Framework that is accessible to the contract authority.</p>	<p>On the basis of the information provided, DLS consider procuring the SIM cards through a call-off contract from an existing and accessible framework agreement in accordance with the terms of that framework is a compliant route to market in accordance with the Public Contract Regulations 2015.</p> <p>The MOPAC Scheme of Consent and Delegation requires the DMPC to approve all requests to go out to tender for contracts valued £500k or above.</p>

