

REQUEST FOR DMPC DECISION –PCD 170

Title: Digital Policing Solution Provider Framework

Executive Summary:

This paper requests approval to award the Solution Provider Framework contract to seven suppliers. The contract will be up to the value of £350m and over a contract period of four years (two years with 2 x 1 year extensions). The framework agreement will be available to the MPS, other police forces in the UK, Police and Crime Commissioners, the GLA and its functional bodies.

Recommendation:

The DMPC is asked to

1. Approve the award of a Solution Provider Framework contract to the following suppliers:

- Accenture (UK) Limited
- BAE Systems Applied Intelligence Limited
- Capita Business Services Limited
- IMB United Kingdom Limited
- Informed Solutions Limited
- Leidos Innovations UK Limited
- SCISYS UK Limited

The contract will be up to the value of £350m and over a contract period of four years (2 years with 2 x 1 year extensions).

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

Spivey

Date

20/3/17

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

Decision required – supporting report

1. Introduction and background

- 1.1. The implementation of a revised Solution Delivery Model is a component of the Digital Policing Transformation Programme and a key enabler of the One Met Model. The Digital Policing Target Operating Model (DP TOM) and the revised Solution Delivery Model have been designed to deliver improved technology solutions and reduce operating costs.
- 1.2. The DP TOM also identified the need for a revised delivery structure for business applications. This paper is seeking to implement part of that delivery structure by establishing the Solution Provider Framework for the provision of IT services such as software development, consulting and support.

2. Issues for consideration

- 2.1. See the Part 2 for details.

3. Financial Comments

- 3.1. There are 'one off' project and procurement costs incurred in setting up the Solution Provider Framework. The costs are part of the funding proposal submitted in the Final Business Case, which was approved in March 2016. This decision is for the award of a framework arrangement. Call offs from the framework incurring cost will be via the usual MOPAC/MPS governance routes, as a result no further funding is being requested in this paper.
- 3.2. See the Part 2 for further details.

4. Legal Comments

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

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 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.

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 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

20/3/17

Solution Provider Framework Final Business Case

**Investment Advisory Board
09 March 2017**

Report by Angus McCallum, DP CIO on behalf of the Deputy Commissioner

EXECUTIVE SUMMARY

The Deputy Mayor for Policing and Crime is invited to approve in principle the award of a framework contract (the Solution Provider framework) to 7 suppliers for the provision of digital solutions to the MPS up to a value of £350m over 4 years. MOPAC is seeking to establish this framework for use by the MPS as well as other Police Services in the UK including the Offices of the Police and Crime Commissioners (PCC's), the GLA and its functional bodies.

The approval requested herein relates only to the award of the framework contracts. This is not a request for funding. Any projects or programs procured via the Solution Provider Framework (SPF) through mini-competition will be subject to approval by submission of relevant business cases through MPS/MOPAC governance.

The Digital Policing Target Operating Model (DP TOM, completed in 2015) identified the need for a revised delivery structure for business applications. This FBC is seeking to implement part of that delivery structure by establishing the SPF for the provision of IT services such as software development, consulting and support.

The benefits of the revised model for Solution Delivery are to:

- greatly improve the quality, timeliness and value for money of solutions delivered to the business;
- provide a flexible and responsive approach to Solution Delivery;
- incentivise Solution Providers to deliver projects to required standards, timescales and price;
- provide cost transparency in relation to the solutions delivered;
- support the strategy outlined in the DP Transformation Programme Strategic Outline Case (SOC); and
- meet the headcount and cost savings targets outlined in the DP TOM.

The Recommendation is for the Solution Provider Framework to be awarded to the following suppliers:

Accenture (UK) Limited

BAE Systems Applied Intelligence Limited

Capita Business Services Limited

IBM United Kingdom Limited

Informed Solutions Limited

Leidos Innovations UK Limited

SCISYS UK Limited

A. RECOMMENDATIONS - That the Deputy Mayor for Policing and Crime

1. Approve in principle:
 - a) The award of a Solution Provider Framework contract:
 - i) For a value of £350m;
 - ii) Over a contract term of 4 years (2 years with 2 x 1 year extensions);
 - iii) With an award date of March 2017;
 - iv) For use by the MPS as well as other Police Services in the UK including the Offices of the Police and Crime Commissioners (PCCs), the GLA and its functional bodies;
 - v) To the following 7 suppliers:
 - (1) Accenture (UK) Limited
 - (2) BAE Systems Applied Intelligence Limited
 - (3) Capita Business Services Limited
 - (4) IBM United Kingdom Limited
 - (5) Informed Solutions Limited
 - (6) Leidos Innovations UK Limited
 - (7) SCISYS UK Limited
2. Note that:
 - a) This is not committed spend. Only when projects have been procured through the framework through mini-competition will funds be committed.
 - b) All projects procured through the framework will be subject to approval through the usual MPS/MOPAC governance process.
 - c) Before commencing procurement of the Solution Provider Framework, the programme conducted an analysis of other Frameworks and routes to market. All of these routes to market are still available for use by the MPS, however, the analysis demonstrated a clear gap for end-to-end solution delivery.

B. SUPPORTING INFORMATION

3. Please refer to the attached Solution Provider Framework Final Business Case, approved by Portfolio & Investment Board on 21st February 2017.
4. The implementation of a revised Solution Delivery Model is a component of the Digital Policing Transformation Programme and a key enabler of the One Met Model (OMM 2020). The DP Target Operating Model and the revised Solution Delivery Model have been designed to deliver improved technology solutions to the MPS and reduce operating costs.
5. The 3 core elements of the new Solution Delivery Model are:
 - a) the **Solution Delivery Intelligent Client Function (ICF)** - delivered through internal transformation of the current Solution Delivery functions within DP (**Complete**);
 - b) the **Solution Delivery & Integration Management Function (SDIM)** - delivered through negotiation to extend the use of the recently competed SIAM contract (**Complete**); and
 - c) the **Solution Provider Framework** - to be competed on the open market through an OJEU competition (*the focus of this FBC*).
6. The benefits of the revised model for Solution Delivery are to:

- a) greatly improve the quality, timeliness and value for money of solutions delivered to the business;
 - b) provide a flexible and responsive approach to Solution Delivery;
 - c) incentivise Solution Providers to deliver projects to required standards, timescales and price;
 - d) provide cost transparency in relation to the solutions delivered;
 - e) support the strategy outlined in the DP Transformation Programme Strategic Outline Case (SOC); and
 - f) meet the headcount and cost savings targets outlined in the DP TOM.
7. The mini-competitions procured through the Solution Provider Framework will provide the following categories of services:
- a) Plan Services including: business analysis, solution design, planning, documenting proposals.
 - b) Build and Test Services including: detailed design, solution development, testing and defect management, environment build, database administration, configuration management, project management, documenting system manuals, creating training material.
 - c) Deployment Services including: packaging, operational acceptance testing support, cutover, deployment, change and release management.
 - d) Operate Services including: 3rd line support, environment management, post implementation review, production of performance reports.

C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS

Equality and Diversity Impact

8. Consultation was undertaken as part of the DP Transformation SOC, of which the Solution Delivery OBC, the Solution Delivery & Integration Management FBC and this Solution Provider Framework FBC are a part. The DP Transformation Programme developed an Equality Impact Assessment, which has been seen by Darryl Troth (HQ Diversity & Business Change).

Financial Implications / Value for Money

9. There are "one-off" project and procurement costs incurred in setting up the Solution Provider Framework. The costs are part of the £3.05m approved within the Solution Delivery Outline Business Case in March 2016 and funded from DP specific reserves. No further funding is being requested.
10. The framework will provide a more streamlined route to market for provision of IT solutions.
11. Any projects or programmes procured via the Solution Provider framework through mini-competition will be subject to approval by submission of relevant business cases through MPS/MOPAC governance. No funding for these projects is being requested through this FBC.

Legal Implications

12. The Mayor's Office for Policing and Crime (MOPAC) is a contracting authority as defined in the Public Contracts Regulations 2006 (the Regulations). When awarding a public contract for goods and services valued at £172,514 or above all contracting authorities must do so in accordance with the Regulations. The Executive Summary part of this report confirms that the value of the Solution Provider Framework is £350m. Consequently, the Regulations are engaged.
- a) Paragraph 7.23 of the Scheme gives consent to the Director of Strategic Procurement to award all contracts. The Deputy Mayor for Policing and crime should be invited to call the proposed award in as it exceeds £500,000 in value.
13. In line with the Public Contracts Regulations 2015 (PCR15) a competitive procurement process was required to establish the Solution Provider Framework. Following a Market Engagement event held on 13th Oct 2016, the Authority issued a Contract Notice in the Official Journal of the European Union (OJEU) on 31st Oct 2016. The procurement followed the Restricted procedure with Standard Selection Questionnaires returned on 30th November 2016 and Invitation to Tender responses returned on 31st January 2017.

Consultation undertaken

14. Consultation was undertaken as part of the development of the Solution Delivery Outline Business Case, this Solution Provider Framework Final Business Case and the overarching DP Transformation Strategic Outline Case.
15. Before commencing procurement of the Solution Provider Framework, the programme conducted an analysis of other Frameworks and routes to market including: G-Cloud, Digital Services 2, Digital Outcomes and Specialists, Cyber Security Services, Technology Services Framework, Corporate Software Solutions Framework, Police ICT Company and other Government Frameworks.
16. All of these routes to market are still available for use by the MPS, however, the analysis demonstrated a clear gap for end-to-end solution delivery. The Solution Provider Framework has therefore been designed to enhance the current Solution Delivery supply chain of the MPS. It will fill the gap between other Government Frameworks (e.g. G-Cloud) and lengthier, higher value, more complex procurements which would be sourced through a full OJEU process, by providing a rapid route-to-market whilst still maintaining on-going competitiveness.

Final Business Case consultation and assurance

Directorate / Dept.	Name & Job Role	Date Assured
Procurement	Simon Wilson, Alan Rourke, Kevin Murray	February 2017
DP	Angus McCallum, CIO David Pitty, Director of Solution Delivery	February 2017
Finance	Lynda McMullan, Director of Commercial & Finance Arthur Babumba (Programme Finance Lead)	February 2017
Portfolio Delivery	Laura Pescod, Planning Lead One Met Model	February 2017

Directorate / Dept.	Name & Job Role	Date Assured
Office (Planning)		
Directorate of Legal Services	Prit Mandair	February 2017
Directorate of Property Services	Adrian Bines	February 2017

Risk (including Health and Safety) Implications (mandatory)

17. Key risks and associated mitigations currently identified within the Solution Provider Framework FBC are:

Risk	Mitigation
Timescales for the transition to the new Solution Delivery Model clash with business priorities.	Regular communication with the business to ensure that migration plans are well understood and take account of any key business priorities or deliveries.
The proposed design of the Solution Delivery Model will not deliver the increased efficiencies and the improved quality, timeliness and value for money of solution deliveries as described in the SOC.	The design of the revised Solution Delivery Model has been reviewed with Solution Delivery subject matter experts to ensure that it will facilitate increases in efficiency and improvements in the quality, timeliness and value for money of solution deliveries. The programme team has worked closely with the Solution Delivery ICF and the SDIM to develop appropriate requirements for the Solution Provider Framework.
Solution Delivery suppliers fail to deliver against SLAs for quality, availability, cost etc., so that the transformation does not achieve its investment objectives.	An effective Service Performance Framework has been developed and incorporated into the terms and conditions to drive collaborative behaviors and ensure suppliers' efforts are focused on the key priorities for the MPS.
The skills, capacity and culture change required to effectively operate the revised model for Solution Delivery are insufficient within DP currently.	The design of the Intelligent Client Function includes the required capabilities to run the model. An internal selection process has been undertaken to ensure that only staff with the required capabilities are retained within the ICF. Gaps within the ICF have been / will be filled through external recruitment. Programme team resource may be retained for a short period to support the first mini-competitions through the SPF.
There is a lack of support from the Business and an unwillingness to change ways of working to accommodate the revised design of the Solution Delivery Model.	The Solution Delivery Programme team continue regular engagement with key business stakeholders to explain the change and describe how the business will need to interact with DP in the future.

18. There are no Health and Safety implications that the programme poses at this stage.

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

19. There are no real estate or environmental implications.

Report author: Alison Spackman, Solution Provider Framework Programme Lead, 07876 216399

Background papers:

DP Solution Provider Framework Final Business Case

DP Solution Provider Framework Final Business Case Supporting Presentation (Exempt)

PART 2: EXEMPT SECTION OF THE REPORT

FOIA Exempt under Commercial Interest Section 43

1. The DP Solution Provider Framework Final Business Case Supporting Presentation contains commercially sensitive information, which is not suitable for publication under FOIA Commercial Interest Section 43.
2. Confidentiality of this section will cease at the end of the contract term by April 2021.