

REQUEST FOR DMPC DECISION – PCD 121

Title: Approval for Short Term Resources to Support One Met Model (OMM)

Executive Summary:

This paper requests approval to provide additional short term transformation capacity and capability for the MPS whilst recruitment for the new Transformation Directorate is carried out.

Recommendation:

The DMPC is asked to

1. Approve the approach to market and competitive process through NEPRO to provide interim resources for the Transformation Directorate.
2. Pre - approve the award of any contract that exceeds £500,000.
3. To note the MPS is making a one off request to be able to pre-approve any contracts that exceed the £500,000 threshold as set out in MOPAC's Scheme of Consent and Delegation.
4. To note the MPS has confirmed that the total upper limit for this contract will not be exceeded (details are discussed in the Part 2).
5. To note MOPAC will be working closely with the MPS to ensure good oversight of this contract. The MPS will inform MOPAC of all contracts that exceed £500,000.

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

Spur Hinder

Date

30/01/17

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

Decision required – supporting report

1. Introduction and background

- 1.1. The MPS Portfolio Transformation Office (PTO) is currently in transition to become the MPS Transformation Directorate (TD). The MPS has redesigned the directorate to enable it reduce dependency on external consultants and contractors and have the capability to manage its own transformation programme.
- 1.2. Although recruitment for TD has begun the MPS believe this process will take around six months to complete. The current PTO has 39 posts and the MPS wishes to increase the size of TD to up to 102 posts, with the ability to flex to 144 posts to have the capacity to deliver up to 10 programmes.
- 1.3. MOPAC will be working closely with the MPS through its oversight and assurance role to ensure the best fit for the transformation model.

2. Issues for consideration

- 2.1. To support the current programme, additional resources are required whilst the recruitment, selection and vetting of new staff takes place. This proposal is a short term arrangement to cover the shortfall in resources. The MPS is working towards having a full establishment staffed with permanent resources.
- 2.2. The MPS will provide MOPAC (the Chief Finance Officer) with the following information in relation to any contract that exceeds the £500,000 threshold:
 - i. The contract value,
 - ii. Name of successful Supplier,
 - iii. Number of bids submitted for the contract,
 - iv. Number of resources to be sourced through the contract.

3. Financial Comments

- 3.1. The MPS is requesting pre-approval for contracts that may exceed the £500,000 threshold for their delegated authority. This is to ensure the MPS is able to secure best value for money and contracts at the most competitive price. The funding will be met through existing resources.
- 3.2. These are discussed in the Part 2.

4. Legal Comments

- 4.1. These are discussed in the Part 2.

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) 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 30/1/17



APPROVAL FOR SHORT TERM RESOURCES TO SUPPORT ONE MET MODEL

Report by Robin Wilkinson on behalf of the Deputy Commissioner

EXECUTIVE SUMMARY

This paper outlines the case to appoint a small number of specialist service providers to deliver additional short term transformation capacity and capability for the MPS whilst recruitment to the new Transformation Directorate takes place. Internal approval has already been obtained through the Portfolio and Investment Board to fund the Transformation Directorate on a permanent basis through the virement of funds from the Major Change Fund. These transitional resources will therefore be funded in essence through vacancies within the new operating model.

Our intent is to approach the market through NEPRO to source this interim support which will reduce risk to the delivery of One Met Model 2020 outcomes during transition. Given the range of skills required it unlikely that a single supplier will be identified; this will be confirmed once market engagement takes place.

The Deputy Mayor for Policing and Crime is asked to approve the approach to market and pre-approve the award of any contract that exceeds £500,000 (up to a limit specified in Section 2 of this report) in order to enable the MPS to achieve best value for money through this process.

A. RECOMMENDATIONS – That DMPC

1. Approves an approach to market and competitive process through NEPRO to provide interim resources for the Transformation Directorate in order to ensure that One Met Model delivery is maintained during recruitment to the new operating model.
2. Pre-approves the award of any contract that exceeds £500,000 in order to enable best value for money to be achieved through this process.

Note: Due to commercial considerations further financial information is included in Part 2 of this paper.

B. SUPPORTING INFORMATION

1. The MPS Portfolio Transformation Office (PTO) is currently in transition to become the MPS Transformation Directorate (TD). A new organisational design has been approved by the Portfolio and Investment Board with the aim of creating an enduring in-house transformation capability to 'world class' standards, significantly reducing our dependency on external consultants and contractors.
2. Recruitment for the TD has begun but we estimate that this will take around 6 months to complete, if we are to ensure we source and select the best people for the jobs. In terms of the scale of the challenge, the current PTO has 39 posts and our intention is to size the TD in steady state to 102 posts (to deliver 6 programmes), with the ability to surge to 144 posts (to deliver 10 programmes).

3. In order to maintain delivery momentum in the programmes we have already initiated¹, additional resources are required whilst recruitment, selection and vetting of the new permanent staff takes place. The transitional resource requirements fall in to three functional areas:

- Programme Management and Planning
- Business Change
- Future Service Design

These short term resources will be funded through vacancies in the newly approved operating model.

The Proposed Transitional Solution

4. Existing Contract

In September 2016, prior to approval of the TD organisational design, a 6 month contract was awarded through NEPRO for additional programme and project management support to the portfolio. This is a fixed price contract for the provision of specific programme and project outputs with a value of £498k, authorised by the MPS under its delegated authority. We will seek to extend this contract to meet the programme management and planning requirement outlined above.

5. Additional Contracts

However, additional contracts will be required to meet the requirements in the other two functional areas. Given the market for relevant skills in these areas is very strong, it is unlikely that a single provider outside of the 'big four' consultancies would be in a position provide this support. Furthermore, the use of smaller specialist providers is judged more likely to secure the best resources whilst providing greater value for money. We therefore propose to compete these requirements through NEPRO, MOPAC's approved route to market. The value of these individual contracts is not known at this stage. If they fall below £500,000 as individual contracts, they can be approved by the MPS under delegated authority. However our approach to market will aim to secure best value and DMPC pre-approval is therefore sought to award contract(s) above the delegated authority value if this ensures we are able to gain a competitive price and secure best resources to maintain delivery.

The overall contract value is commercially sensitive and is therefore included in Part 2.

Section 2

C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS

Equality and Diversity Impact (mandatory)

1. There are considered to be no negative equality or diversity implications arising from this procurement process. The approved company (companies) will be evaluated for acceptable equality and diversity statements as well as their ability to meet the MPS requirements under the Equality Act 2010. The evaluation exercise will consider their ability to act as a responsible employer and meet employment obligations deemed commensurate with wider

GLA objectives.

Consultation undertaken (mandatory)

- 4 Consultation has been undertaken with the Director of People and Change, DAC Transformation, Corporate Portfolio Director, Director of Commercial Services, and Portfolio Finance Business Partner related to these recommendations. In relation to the new Transformation Directorate consultation has been undertaken with members of Portfolio Investment Board.

Consultation grid

Key stakeholder engagement (up to what level)	Supportive / Supportive with concerns / Not supportive / Not affected
Commercial Director	Supportive
Finance Business Partner	Supportive
Director of People and Change	Supportive

Risk (including Health and Safety) Implications (mandatory)

5. This report does not directly impact on the health and safety of the MPS or its core service delivery.

Report author: Peter Fox, Corporate Portfolio Director

PART 2: EXEMPT SECTION OF THE REPORT

1. Section 2 – Commercial in confidence.

