

DMPC Decision – PCD 835**Title: Commercial Lifecycle Management System Implementation Provider Change****Executive Summary:**

MPS Commercial Services have been on a digital transformation journey to enable a more efficient, transparent and standardised way of working within its Commercial Lifecycle Management processes including improved reporting and analytics capabilities. The Commercial Lifecycle Management system will manage all sourcing, saving and contracting processes within Commercial Services. In addition, it will provide an automated supplier information management capability. As part of this journey, in 2019 Commercial Services had selected its CLM system provider. However, following a number of challenges including a heavily delayed completion of the system implementation, whilst Commercial Services remain committed to implementing CLM for the benefits it will bring to the organisation, Commercial Services request approval to move to a new CLM provider called Coupa. It would also be a significant step forward in how Commercial manage its CLM processes including supplier risk and supplier information management.

Recommendation:

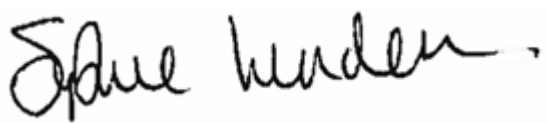
The Deputy Mayor for Policing and Crime is recommended to:

1. Approve entering into a 3-year agreement with Coupa.
2. Approve to implement Source to Contract capabilities including Coupa Supplier Information Management and Coupa Risk Assess.
3. Note that these costs are fully funded from the Commercial Services revenue budget.

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****24/09/2020**

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

1. Introduction and background

- 1.1. In June 2018, Commercial Services commissioned a partner to develop their Commercial systems strategy which included a recommendation to implement a CLM system to address inefficient and paper based processes, which had also been identified as an improvement requirement.
- 1.2. An output of this report was for Commercial Services to implement a Commercial Lifecycle Management system including a number of recommended system providers.
- 1.3. A system provider was selected from the recommendation list, however due to challenges and delayed implementation progress the decision was taken to test the market for a potential alternative provider.
- 1.4. An assessment was completed against a number of critical success factors which identified Coupa as the preferred provider.
- 1.5. The move would be a first for Coupa in the public sector, a leading provider for CLM in the private sector.

2. Issues for consideration

- 2.1. There is an improvement requirement to implement a Commercial Lifecycle Management system to provide visibility of core Commercial activities including sourcing, supplier and contract record management.
- 2.2. Commercial Services have previously contracted with a provider in June 2019 to implement and run the CLM solution. The implementation has not yet been finalised and as of April 2020 been paused to allow for further provider assessment. The existing provider contract is due to expire in June 2021.

3. Financial Comments

- 3.1. This information is contained in the restricted section of the report.

4. Legal Comments

- 4.1. The commercial section confirms the proposed contract award is procured compliantly in accordance with the PCR.
- 4.2. Paragraph 4.8 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime (DMPC) has delegated authority to approve business cases for revenue or capital expenditure of £500,000 or above.

4.3. Detailed legal implications are articulated in Part 2 of the paper.

5. Commercial Issues

5.1. This information is contained in the restricted section of the report.

6. GDPR and Data Privacy

6.1. 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.

6.2. 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.

6.3. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the programme/project meets its compliance requirements.

6.4. The project will ensure a privacy by design approach, which will allow the MPS to find and fix problems at the early stages of any project, ensuring compliance with GDPR. DPIAs support the accountability principle, as they will ensure the MPS complies with the requirements of GDPR and they demonstrate that appropriate measures have been taken to ensure compliance.

6.5. Consultation has been made with MPS HQ Strategy and Governance and The MPS are working with the service provider to complete the standard DPIA template as part of the Statement of Requirements, Terms, and Conditions for the contract. A DPIA exists for this work and is currently being updated.

7. Equality Comments

7.1. As this is an extension of an existing service this work does not change any aspects relating to equality or diversity.

8. Background/supporting papers

8.1. Report.

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? YES

If yes, for what reason:

Until what date: 30 September 2020

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

ORIGINATING OFFICER DECLARATION	<i>Tick to confirm statement (✓)</i>
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.	✓
Equalities Advice: Equality and diversity issues are covered in the body of the report.	✓
Commercial Issues The proposal is in keeping with the GLA Group Responsible Procurement Policy.	✓
GDPR/Data Privacy <ul style="list-style-type: none"> • GDPR compliance issues are covered in the body of the report. • A DPIA has been completed and is currently being updated. 	✓
Director/Head of Service: The Interim Chief Finance Officer has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓

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 17/09/2020



Commercial Lifecycle Management System Implementation Provider Change

MOPAC Investment Advisory & Monitoring meeting 10th August 2020

Report by Mark Roberts 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

MPS Commercial Services have been on a digital transformation journey to enable a more efficient, transparent and standardised way of working within its Commercial Lifecycle Management processes including improved reporting and analytics capabilities. The Commercial Lifecycle Management system will manage all sourcing, saving and contracting processes within Commercial Services. In addition, it will provide an automated supplier information management capability. As part of this journey, in 2019 Commercial Services had selected its CLM system provider. However, following a number of challenges including a heavily delayed completion of the system implementation, whilst Commercial Services remain committed to implementing CLM for the benefits it will bring to the organisation, Commercial Services request approval to move to a new CLM provider called Coupa. It would also be a significant step forward in how Commercial manage its CLM processes including supplier risk and supplier information management.

Recommendations

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

- 1. Approve entering into a 3-year agreement with Coupa**
- 2. Approve to implement Source to Contract capabilities including Coupa Supplier Information Management and Coupa Risk Assess**
- 3. Note that these costs are fully funded from the Commercial Services revenue budget.**

Time sensitivity

A decision is required from the Deputy Mayor by 31/08/2020. This is due to an existing requirement to implement a Commercial Lifecycle management system for Commercial Services that must be addressed.

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

Introduction and background

1. In June 2018, Commercial Services commissioned a partner to develop their Commercial systems strategy which included a recommendation to implement a CLM system to address inefficient and paper based processes, which had also been identified as an improvement requirement.
2. An output of this report was for Commercial Services to implement a Commercial Lifecycle Management system including a number of recommended system providers.
3. A system provider was selected from the recommendation list, however due to challenges and delayed implementation progress the decision was taken to test the market for a potential alternative provider.
4. An assessment was completed against a number of critical success factors which identified Coupa as the preferred provider.
5. The move would be a first for Coupa in the public sector, a leading provider for CLM in the private sector.

Issues for consideration

6. There is an improvement requirement to implement a Commercial Lifecycle Management system to provide visibility of core Commercial activities including sourcing, supplier and contract record management
7. Commercial Services have previously contracted with a provider in June 2019 to implement and run the CLM solution. The implementation has not yet been finalised and as of April 2020 been paused to allow for further provider assessment. The existing provider contract is due to expire in June 2021.

Contributes to the MOPAC Police & Crime Plan 2017-2021¹

8. Improve overall adherence to MPS governance requirements and compliance across the Commercial activities
9. Deliver efficiencies in the execution of sourcing and contracting activities including standardised processes for engaging third party suppliers

Financial, Commercial and Procurement Comments

10. This information is contained in the restricted section of the report.

Legal Comments

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

11. The commercial section confirms the proposed contract award is procured compliantly in accordance with the PCR.
12. Paragraph 4.8 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime (DMPC) has delegated authority to approve business cases for revenue or capital expenditure of £500,000 or above.
13. Detailed legal implications are articulated in Part 2 of the paper.

Equality Comments

14. As this is an extension of an existing service this work does not change any aspects relating to equality or diversity

Privacy Comments

13. 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.
14. 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.
15. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the programme/project meets its compliance requirements.
16. The project will ensure a privacy by design approach, which will allow the MPS to find and fix problems at the early stages of any project, ensuring compliance with GDPR. DPIAs support the accountability principle, as they will ensure the MPS complies with the requirements of GDPR and they demonstrate that appropriate measures have been taken to ensure compliance.
17. Consultation has been made with MPS HQ Strategy and Governance and we are working with the service provider to complete the standard DPIA template as part of the Statement of Requirements, Terms, and Conditions for the contract. A DPIA exists for this work and is currently being updated.

Real Estate Implications

16. Non Applicable

Environmental Implications

17. The Commercial Lifecycle Management System will vastly reduce the requirement to print paper versions of contractual documents.

Background/supporting papers

18. Non Applicable

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 [COMMERCIAL]

Part 2 of the Commercial Lifecycle Management System Implementation Provider Change Business Justification paper is exempt from publication for the following reasons:

- Exempt under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011 (Data Protection Section 43 – Commercial Interests).
- The relevant sections under the FOIA that would exempt this information from disclosure, for example:
 - Commercial Interest Section 43
 - Legal Professional Privilege Section 42

The paper will cease to be exempt until 2023.