

**REQUEST FOR DMPC DECISION – PCD 217****Title: Strengthening Local Policing Implementation Costs****Executive Summary:**

The Strengthening Local Policing (SLP) programme aims to deliver local policing in a way that is more personal and responsive to the needs of London, helping to tackle crime and disorder more effectively and helping to make London the safest global city.

**Recommendation:**

The DMPC is asked to

1. Approve additional implementation costs of £1,479,943 to be met from the Major Change Fund. This is support the greater proportion of IT changes that are required to be delivered in 2017/18 to support the implementation of the SLP programme.
2. Note at the Strategic Outline Business Case (SOC) stage, programme costs were estimated at £13.6m over five years, with IT costs comprising £11.55m. From this, an initial request of £0.73m was made – covering the period until 31st March 2017. Further funding of £1.48m is now required to support implementation activity – pending the submission and agreement of the Full Business Case (FBC) in autumn 2017.
3. Note that this request takes place in the context that overall IT costs for the programme have reduced by £3.8m (following assessment of requirement during the Pathfinder process). This represents a fall from a total of £11.55m to £7.7m.
4. Note the funding remains within the overall envelope proposed within the SOC – but does require a greater proportion of the IT funding to be delivered within 2017/18. This is based on an assessment that the required changes are both achievable within 2017/18 and that they are essential to support operational delivery at the point of go-live (£6m against an original estimate of £4.5m in 2017/18).
5. Note the additional implementation cost of £1.48m is affordable within the Major Change Funding budget for 2017/18. The budget will be reviewed at FBC stage.

**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 Under*

**Date**

*23/6/17*

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

### **Decision required – supporting report**

#### **1. Introduction and background**

- 1.1. The objectives of the Strengthening Local Policing (SLP) programme are:
- Improved quality of service – driving increased confidence in local policing and public satisfaction
  - Improved decision making – driving continuing reduction in crime and increasing our ability to bring offenders to justice
  - To make better use of our people – increasing job satisfaction and the confidence of our own staff in the services we provide
  - Increased efficiency and productivity – making savings that will enable reinvestment back into local policing and / or other MPS priorities
- 1.2. The SLP programme focuses on changing the way the MPS operates, by examining how new structures could be adopted in order to make efficiencies to meet the financial challenges that the MPS faces. In particular, the SLP programme is reviewing how the Borough Command Units (BCU) could be structured. The MPS has developed two BCU Pathfinders to enable their designs to be tested and gain understanding of the assumed benefits.
- 1.3. The experience of the Central North and East Area BCU Pathfinders have, identified some important learning. It has emerged that a greater proportion of the IT changes required within the programme need to be delivered within 2017/18. The MPS is now seeking approval for additional implementation costs of £1,479,943 to be met from the Major Change Fund.

#### **2. Issues for consideration**

- 2.1. The approval of this funding request is vital to supporting the successful delivery of the SLP Programme as it is a key enabler for other MPS transformation programmes, such as the Smarter Working and Streamlined Leadership.

#### **3. Financial Comments**

- 3.1. The MPS requires funding of £1,479,943 and this will be met from the Major Change Fund budget.

#### **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. Report.

**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 – No

If yes, for what reason:

**ORIGINATING OFFICER DECLARATION:**

<b>Head of Unit:</b> The Chief Financial Officer has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓
<b>Legal Advice:</b> The MPS legal team has been consulted on the proposal.	✓
<b>Financial Advice:</b> The Chief Financial Officer has been consulted on this proposal.	✓
<b>Equalities Advice:</b> 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**

15/06/17

## COVERING REPORT – INTERIM SLP MANAGEMENT BOARD UPDATE

INVESTMENT ADVISORY BOARD – 09/06/17

Report by DAC Mark Simmons QPM on behalf of the Deputy Commissioner

### *EXECUTIVE SUMMARY*

A rigorous and robust evidence-base is required to allow an informed decision to be made with respect to further BCU implementation. Since the submission of the SLP Strategic Outline Business Case (SOC) on 23<sup>rd</sup> August 2016, the experience of the Central North (CN) and East Area (EA) Pathfinders has, as anticipated, surfaced some important learning. It has emerged that a greater proportion of the IT changes required within the programme need to be delivered within '17/18, which requires the SLP Programme to ask this IAB to approve additional implementation costs of £1,479,943 be met from the Major Change Fund.

**The above financial recommendation, having been approved by the internal SLP Programme Management Board (MB) on 26<sup>th</sup> April 2017, now seeks a supporting decision by the DMPC.**

The requirement for a DMPC decision to approve this recommendation is considered urgent, since the programme funds approved in the SOC in August 2016 are diminishing and finances are required to maintain progress until the Full Business Case (FBC) is submitted in September 2017.

### **A. RECOMMENDATION**

#### **1. Additional implementation costs of £1,479,943 be met from the Major Change Fund:**

- a. At the SOC stage, programme costs were estimated at £13.6m over five years, with IT costs comprising £11.55m. From this, an initial request of £0.73m was made – covering the period until 31<sup>st</sup> March 2017. Further funding of £1.48m is now required to support implementation activity – pending the submission and agreement to the FBC (assumed to be at IAB in autumn 2017).
- b. This request takes place in the context that overall IT costs for the programme have reduced by £3.8m (following assessment of requirement during the Pathfinder process). This represents a fall from a total of £11.55m to £7.7m.
- c. This funding remains within the overall envelope proposed within the SOC – but does require a greater proportion of the IT funding to be delivered within '17/18. This is based on an assessment that the required changes are both achievable within '17/18 and that they are essential to support operational delivery at the point of go-live (£6m against an original estimate of £4.5m in 2017-18).

- d. The additional implementation cost of £1.48m is affordable within the Major Change Funding budget for 2017-18. The budget will be reviewed at FBC stage.

**The above recommendation, having been approved by the internal SLP Programme MB on 26<sup>th</sup> April 2017, now seeks a supporting decision by the DMPC.**

## **B. SUPPORTING INFORMATION**

1. The SLP programme aims to deliver local policing in a way that is more personal and responsive to the needs of London, helping to tackle crime and disorder more effectively and helping to make London the safest global city.
2. Since the SOC last summer a significant amount of work has taken place in a short space of time. In July 2016 and for the following 5 months the new investigative model was tested in Southwark. Additionally, between August and November 2016 both the functional leadership and leadership model was tested in Westminster, as was the single point of access model for safeguarding referrals in Lambeth. The insights from this pilot activity allowed Phase 1 of the SLP programme to launch on 16<sup>th</sup> January 2017, with the go-live of EA (bringing together Barking & Dagenham, Havering and Redbridge) and CN (bringing together Camden and Islington). Implementation of Phase 1 concluded on 25<sup>th</sup> April 2017 when crucial IT system changes completed.
3. A number of elements are showing early signs of starting to work effectively, such as safeguarding and the channel shift enabled by the Telephone and Digital Investigations project (TDI). However, the operating model on both sites is still stabilising following the change to command and control arrangements. Intensive support and monitoring arrangements remain in place – with action plans to complete the transition and tackle issues as they emerge.
4. The purpose of the Pathfinders was to test our designs and gain understanding of our assumed benefits. The experience of the Pathfinders has, as anticipated, surfaced some important learnings. Specifically the scale and pace of change has been substantial – the cultural shift in particular has been both significant and challenging and staff affected are still understandably recalibrating to their new way of working and responding to the functional, leadership and role changes.
5. Securing DMPC approval of the financial recommendation above is vital, since successful delivery of the SLP programme is a crucial enabler for other MPS transformation programmes, namely Smarter Working and Streamlined Leadership. The clarity the latest Comprehensive Spending Review (CSR) provided the Force with respect to its financial envelope adds further prominence to the delivery of SLP, since this programme is responsible for delivering the majority of '17/18s required savings for the One Met Model (OMM), as well as co-ordinating much of the business change.

## **C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS**

### **Equality and Diversity Impact**

No equality and Diversity implications have been identified in connection with this report.

### Financial Implications / Value for Money

The recommendation above seeks additional implementation costs of £1,479,943 be met from the Major Change Fund. The detail of this additional funding is outlined in the table below:

Revenue	Equipment £184k IT £990k
Capital	£306k
<b>Total costs</b>	<b>£1,480k</b>

This funding remains within the overall envelope approved within the SOC. The 'Economic Case' within the SOC demonstrates how the programme represents value for money and how it will achieve a return on investment.

### Legal Implications

No legal implications have been identified in connection with this report.

### Consultation undertaken

The DMPC has led significant external consultation activity across London to include local authorities. This focused particularly on understanding stakeholder views in respect of the two key questions of timescales and configuration/number of BCUs.

Findings evidenced that there was widespread recognition of the rationale for changing the operating model for local policing. There was general acknowledgment that the proposals regarding safeguarding presented significant opportunities and the additional investment in Dedicated Ward Officers (DWOs) and Youth Officers was welcomed. There was also general agreement that efficiencies in the response function and local investigation were not contentious in regard to borough based delivery, in that there was less importance attached to whether the officers were local to the specific borough.

However, concerns were widely expressed about the potential draw of resources towards the boroughs with the higher level of demand within a BCU. Significant apprehension was also expressed about the local leadership and relationship at senior level with partners under the BCU model. There was additionally some focus on the specific proposals regarding the configuration of the BCUs.

The importance of the Pathfinder experience was widely acknowledged as being important in providing the evidence-base for decision on the final model, with widespread concern that the current timeline for evaluation and decision was very short.

With respect to internal consultation, a suite of tools have been used to share updates and understand the views of staff. These include:

1. Face to face briefings with affected staff to provide updates, answer questions and gain views
2. Online forums and Q&A sessions to generate discussion and address hot topics
3. Using our corporate channels such as the intranet, The Job, The Brief, Commissioner's conference calls, MetBats, blogs and pod casts to provide updates and address issues
4. Using Local Change Teams / Local Implementation Boards at Borough / OCU level that act as a channel for communication, consultation and transacting tactical changes

### **Risk (including Health and Safety) Implications**

A separate updated risk register exists. The below calls out the key risks identified attached to the financial recommendation:

1. The introduction of Police Single Operating Platform (PSOP) programme in August 2017 brings a significant change to Procurement, HR and Finance. We have tried to future-proof our PSOP requirements based on current knowledge of the BCUs. However given both PSOP and OMM sit outside of business as usual there could be additional costs associated following changes to the BCU structures.
2. Locally Delivered Support Services (LDSS) are not yet in a position to provide an indication of implementation costs outside of Pathfinder costs identified, as it still awaits the operational impacts on their delivery model which isn't expected to come to light until full roll out of the BCUs. The majority of the LDSS cost requirements will come through as part of the FBC.

No health and safety risks have been identified in connection with this report.

### **Real Estate and Environmental Implications**

No estate change or environmental impacts are identified in connection with this report.

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