

DMPC Decision – PCD 670

Title: Command and Control Project Final Business Case

Executive Summary:

Command and Control (C&C) is a critical service at the heart of the MPS, enabling delivery of operational policing activity. It is vital to responding to the needs of London (and beyond). It reaches into a wide array of MPS systems and processes, and it fundamentally affects the ability of officers to do their job.

The current MPS C&C IT systems are old, increasingly difficult and expensive to maintain. The lack of integration between technologies not only generates inefficiency but also does not provide a single operating picture or enable leaders to effectively manage demand, risk and resources. The MPS does not currently exploit technological capabilities now established in the UK C&C marketplace that could deliver benefits in relation to both efficiency and effectiveness.

Engagement activity both within and outside the MPS has evidenced the need to transform the C&C operating model and to ensure the MPS can continue to collaborate operationally with its partners to keep London safe.

The primary objective of this project is to improve operational effectiveness and provide a modern, secure digital platform by replacing the current Command and Control Solution.

The project will procure a Commercial off the Shelf (COTS) Command and Control (C&C) Solution and a System Integrator (SI) to implement, embed and manage the service. This will result in the business having to change how it operates.

The leap in capability from a system the core of which is 35 years old to one that uses and can interact with the latest digital innovations and the public, will be ground breaking for the MPS and will enable a number of benefits.

Recommendation:

The Deputy Mayor for Policing and Crime is recommended to:

- Approve contract award to Leidos for a 2 year implementation period with a 10 year managed service (with the option to extend for an additional 5 years).
- Approve Capital expenditure of up to £96m (excluding contingency) over the period 2019/20 – 2023/24.

- Approve the re-profiling of the Capital Programme in line with capital spend outlined.
- Note the operating model changes as set out in the Detailed Level Design approved by Design Authority on 25th September, notably an increase of 16 posts for the Pan-London function at a cost of £1.3m per year. This will transform visibility of operational deployments for senior MPS leaders and reduce operational risk through the creation of a single senior leader ("Silver for London") responsible for deployments with supporting functional leads
- Approve the re-investment of savings as a result of reduced ongoing IT costs from the new provider (Leidos) to cover the costs of the 16 posts.
- Note that there is a risk of dual running costs if the project is delayed. This could cause a revenue pressure on the MPS of up to £11.0m across 2021/22 and 2022/23 (£6.3m in 2021/22 and £4.7m in 2022/23). This is for highlighting but will not be built into the MTFP at this stage as the team are working to manage the risk of delays.
- Note this project to proceed to Gate 4 ('Go Live' Decision).
- Note the method and approach of delivery is achievable
- Note that arrangements for contingency are contained in the restricted section of the report.

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

John Hender

Date

2/12/2019

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

1. Introduction and background

- 1.1. The Optimising Contact and Response Programme has been tasked with transforming Command and Control services for the MPS.
- 1.2. The Outline Business Case (OBC) was approved in October 2018 (decision PCD 481).
- 1.3. This FBC builds on the OBC and makes the case for the provision of a “Commercial Off The Shelf” (COTS) Command and Control Product that is already tried and tested in a similar environment to the MPS and live elsewhere in the UK.
- 1.4. The case for change is compelling. The current operating model and systems were designed in the 1980s and now hold back the MPS’s ability to police in the digital and mobile age.
 - Current C&C systems are old, expensive and suffer from a lack of integration.
 - The current C&C operating model is disparate and results in a situation where there is often no single view, or accountability, from a command perspective, and time and effort is wasted on many duplicated activities.
 - There is little or no technical integration between key MPS systems (or other relevant external systems). This results in double keying, causing inefficiency, delayed response and cost.
 - Officers and staff currently need to look at multiple and disparate systems to achieve situational awareness and effectively manage threat, harm and risk.
- 1.5. London is always evolving and so must the MPS. The population is growing – set to be 9.4 million by 2022. Its make up is changing and becoming more diverse (270 nationalities represented).
- 1.6. There is a significant rise in mental health demand across all areas of policing. There is an ageing population with a predicted 79% increase in those over 70 by 2041. Over a third of children in London live in poverty, higher than any other region in the UK, with as yet unknown implications for future crime and social stability.
- 1.7. How Londoners live is changing too – with the explosion of social media, and the internet, changing how we interact with each other in our everyday lives. On average contact by digital means is 34,000 per month.
- 1.8. Demand on the MPS is growing in number and complexity. This coupled with the potential increase in officer numbers has the potential to impact on satisfaction levels.
- 1.9. It is therefore paramount that the MPS has an appropriate C&C Solution that can help cope with these demands and has the ability to interface with a modern IT platform that is capable of evolving as demand changes.
- 1.10. This project directly supports the MPS Direction strategy and the MPS mission to keep London safe for everyone. Enabling the MPS to respond to the needs of London will directly support its vision to be the most trusted police service in the world through delivery of the operational priorities. It will directly develop its capabilities and deliver mission critical transformation.

1.11. C&C is at the operational heart of the MPS and is vital to responding to the needs of London (and beyond). It reaches into a wide array of MPS systems and processes, and it fundamentally affects the ability of officers to do their job. C&C enables:

- **Contact**

C&C must enable public access to MPS service and support new contact channels (particularly online).

- **Command**

The MPS's operating model and business structures must enable leaders to make effective decisions to manage demand, risk and resources and to collaborate both internally (across structural or geographic boundaries) and with external partners. Its technology must provide leaders with the right information at the right time. The detailed design redefines its C&C command structures where needed and will enable collaboration. The MPS will transform enabling technology and integrate this where required allowing data driven decision-making.

- **Control**

The MPS must provide leaders with a service and technology which enables decisions to be enacted and which supports frontline officers and staff. The project will replace a number of systems and associated capabilities providing operational colleagues with technology, which enables operational delivery.

- **Coordination**

The MPS has considerable operational complexity. The C&C operating model and supporting technology must ensure coordination of deployments and taskings (which may involve local, central and specialist resources) to ensure operational effectiveness and manage risk. Its transformed operating model and technology will provide a single operating picture enabling the MPS to deploy assets to meet the needs of London (incidents, events and pre-planned deployments).

- **Communication**

C&C will enable demand to be passed within the MPS and externally to partners, enable control/coordination and enhance officer safety. The project will ensure the operating model supports interoperability and that the technology enables the MPS to work closely with partners. It will replace ICCS to maintain voice critical radio communications & ensure future ESN compatibility.

1.12. The primary objective of this project is to improve operational effectiveness and provide a modern, secure digital platform by replacing the current Command and Control Solution.

1.13. The leap in capability from a system the core of which is 35 years old to one that uses and can interact with the latest digital innovations and the public, will be ground breaking for the MPS and will enable a number of benefits.

1.14. The main benefit is the replacement of a system that is reaching end of life. This and other benefits are summarised below:

- **Quantitative cashable benefits – benefits which will result in a reduced revenue spend.**
The new C&C system will provide a reduction in running costs, as it is a more modern and flexible system.

- Quantitative non-cashable benefits: efficiency savings, which will result in capacity being released but are not proposed to be cashable at this time. These include time savings from reduced double-keying, auto population of contact records, etc; and reduction in talk group channels.
- Qualitative benefits – benefits, which cannot be quantified but will deliver tangible improvements to service delivery. These include reduced organisational risk; increased management of intelligence and risk; and increased staff satisfaction.

1.15. The Project will be delivered using MSP principles, utilising both PRINCE2 and agile project management principles. The System Integrator, Leidos, will deliver under the oversight of MPS C&C Project team. This will include training, testing and business change.

2. Issues for consideration

2.1. Since the OBC, the scope of the C&C Project has increased in two areas:

- The London Emergency Service Co-ordination Centre (LESCC) (LESCC) was originally part of the Collaborative Contact and Response (CCR) Project that was closed in April 2019. Some of the elements of the CCR Project transferred into other areas of the MPS. Programme 2 Programme Board approved the LESCC being transferred to the C&C Project.
- The Contact and Resolution Service Project (CRS) Project transferred into Programme 2 following the closure of Programme 1 – Public Access.

3. Financial Comments

3.1. This is an investment case. The technology & business change will increase efficiency and allow for either savings or repurposing of resources once the system is integrated and stable.

3.2. The capital cost of the project is £96m, excluding contingency, over the period 2019/20 – 2023/24.

3.3. This will be funded through an uplift of £17m from the existing allocation in the capital programme of £79m.

3.4. Revenue costs for the contract are lower than the current contracts. The savings will be reinvested into the increase of 16 posts for the Pan-London function.

4. Legal Comments

4.1. The Mayor's Office for Policing and Crime (MOPAC) is a contracting authority as defined in the Public Contracts Regulations 2015 (the Regulations). All awards of public contracts for goods and/or services valued at £181,302 or above must be procured in accordance with the Regulations. The advice of MOPAC's lawyers below demonstrates that this is the case for this procurement.

- 4.2. This report confirms the MOPAC's Solution Provider Framework Agreement (SPF) was the chosen route to market for a C&C solution. MOPAC's external lawyers at the time, Michelmores, were asked to advise on the potential use of SPF as the route to market. They advised that the risk could not be excluded of one or more COTS C&C specialist providers not on the SPF challenging the use of the SPF. They further advised that in order to mitigate this risk

“MOPAC/MPS should clarify in the procurement documents used for the mini-competition process under the SPF that the SPF suppliers would be free and are encouraged to partner with external COTS C&C system specialist providers to submit a tender. We understand that this has been carried out verbally through the market engagement process, but we recommend it is repeated in the procurement documents themselves.”

- 4.3. DLS are instructed that all SPF providers were free to partner with other COTS providers, including those not on the SPF. DLS is instructed that of the three SPF providers which chose to submit bids all partnered with other COTS providers.
- 4.4. MOPAC's external lawyers for the latter stages of the procurement, TLT, were instructed to advise during the mini-competition and evaluation process. TLT has confirmed that it is not aware of any compliance issues arising during the procurement process or evaluation.
- 4.5. DLS is instructed that TUPE is expected to apply upon the service transfer from the incumbent contractors to the new contractor.
- 4.6. Paragraph 7.23 of the MOPAC Scheme of Delegation and Consent provides that Director of Strategic Procurement has consent to approve the award of all MPS contracts with the exception of those called in through the agreed call in procedure.
- 4.7. Paragraph 4.14 of the Scheme provides the Deputy Mayor for Policing and Crime reserves the right to call in any proposal to award a MPS contract valued at £500,000 or above.
- 4.8. 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.
- 4.9. 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 budget virements or movements of £500,000 and above, (whether on a temporary or permanent basis).

5. Commercial Issues

- 5.1. Procurement was via the Solution Provider Framework (SPF) and after a competitive process Leidos was selected as the Preferred Bidder. They will be accountable for the implementation and ongoing managed service of the new C&C solution. They have partnered with three sub-contractors:
- Hexagon (system software)
 - Frequentis (communication platform)
 - Chaucer (Business Change/Training)

- 5.2. The duration and the cost of contract will be:
- 22 Month Fixed Price Implementation
 - 10 Year Business as Usual Time and Material Managed Service
 - Option to Extend Managed Service by 5 Years
- 5.3. The full economic and financial information is included with 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 project meets its compliance requirements.
- 6.4. A DPIA has been completed for this project and will remain a live document until implementation is complete. 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.

7. Equality Comments

- 7.1. An Equality Impact Assessment has taken place. Due regard has been taken to the Equality Act's Public Sector Equality Duty. Real consideration has been taken to assess equality impact caused by the proposed business changes.
- 7.2. Staff association and staff support association engagement has commenced and will continue throughout the lifecycle of the project and recommendations from the EIA will be adopted.

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? NO

If yes, for what reason:

Until what date:

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

Tick to confirm statement (✓)

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

- GDPR compliance issues are covered in the body of the report.
- A DPIA has been completed.

✓

Director/Head of Service

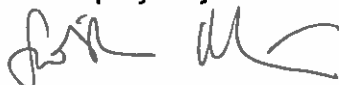
The Interim Chief Finance Officer has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.

✓

Interim 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

2/12/2019



MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Command and Control Business Case

MOPAC Investment Advisory & Monitoring meeting 28th November 2019

Report by Christian Ellis 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

Command and Control (C&C) is a critical service at the heart of the MPS, enabling delivery of operational policing activity. It is vital to responding to the needs of London (and beyond). It reaches into a wide array of MPS systems and processes, and it fundamentally affects the ability of officers to do their job.

The current MPS C&C IT systems are old, increasingly difficult and expensive to maintain. The lack of integration between technologies not only generates inefficiency but also does not provide a single operating picture or enable leaders to effectively manage demand, risk and resources. The MPS does not currently exploit technological capabilities now established in the UK C&C marketplace that could deliver benefits in relation to both efficiency and effectiveness.

Engagement activity both within and outside the MPS has evidenced the need to transform our C&C operating model and to ensure the MPS can continue to collaborate operationally with our partners to keep London safe.

The primary objective of this project is to improve operational effectiveness and provide a modern, secure digital platform by replacing the current Command and Control Solution.

It will procure a Commercial off the Shelf (COTS) Command and Control (C&C) Solution and a System Integrator (SI) to implement, embed and manage the service. This will result in the business having to change how it operates.

The leap in capability from a system the core of which is 35 years old to one that uses and can interact with the latest digital innovations and the public, will be ground breaking for the MPS and will enable a number of benefits.

Recommendations

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

Members are invited to approve and note the following:

- Approve contract award to Leidos for a 2 year implementation period with a 10 year managed service (with the option to extend for an additional 5 years).
- Approve Capital expenditure of up to £96m (excluding contingency) over the period 2019/20 – 2023/24.
- Approve the re-profiling of the Capital Programme in line with capital spend outlined.
- Note the operating model changes as set out in the Detailed Level Design approved by Design Authority on 25th September, notably an increase of 16 posts for the Pan-London function at a cost of £1.3m per year. This will transform visibility of operational deployments for senior MPS leaders and reduce operational risk through the creation of a single senior leader (“Silver for London”) responsible for deployments with supporting functional leads
- Approve the re-investment of savings as a result of reduced ongoing IT costs from the new provider (Leidos) to cover the costs of the 16 posts.
- Note that there is a risk of dual running costs if the project is delayed. This could cause a revenue pressure on the MPS of up to £11.0m across 2021/22 and 2022/23 (£6.3m in 2021/22 and £4.7m in 2022/23). This is for highlighting but will not be built into the MTFP at this stage as the team are working to manage the risk of delays.
- Note this project to proceed to Gate 4 ('Go Live' Decision).
- Note the method and approach of delivery is achievable
- Note that arrangements for contingency are contained in the restricted section of the report.

Time sensitivity

A decision is required from the Deputy Mayor by 2nd December 2019. This is because of the need to minimise the risks associated with dual running and to take into account the 10 day Alcatel period required before any contract can be signed with the supplier.

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

Introduction and background

1. The Optimising Contact and Response Programme has been tasked with transforming Command and Control services for the MPS
2. The Outline Business Case (OBC) was approved in October 2018 (decision PCD 481).

3. This FBC builds on the OBC and makes the case for the provision of a "Commercial Off The Shelf" (COTS) Command and Control Product that is already tried and tested in a similar environment to the MPS and live elsewhere in the UK.
4. The case for change is compelling. The current operating model and systems were designed in the 1980s and now hold back our ability to police in the digital and mobile age.
 - Current C&C systems are old, expensive and suffer from a lack of integration.
 - The current C&C operating model is disparate and results in a situation where there is often no single view, or accountability, from a command perspective, and time and effort is wasted on many duplicated activities.
 - There is little or no technical integration between key MPS systems (or other relevant external systems). This results in double keying, causing inefficiency, delayed response and cost.
 - Officers and staff currently need to look at multiple and disparate systems to achieve situational awareness and effectively manage threat harm and risk.
5. London is always evolving and so must the MPS. The population is growing – set to be 9.4 million by 2022. Its make up is changing and becoming more diverse (270 nationalities represented).
6. There is a significant rise in mental health demand across all areas of policing. There is an ageing population with a predicted 79% increase in those over 70 by 2041. Over a third of children in London live in poverty, higher than any other region in the UK, with as yet unknown implications for future crime and social stability.
7. How Londoners live is changing too – with the explosion of social media, and the internet, changing how we interact with each other in our everyday lives. On average contact by digital means is 34,000 per month.
8. Demand on the MPS is growing in number and complexity. This coupled with the potential increase in officer numbers has the potential to impact on satisfaction levels.
9. It is therefore paramount that the MPS has an appropriate C&C Solution that can help cope with these demands and has the ability to interface with a modern IT platform that is capable of evolving as demand changes.
10. This project directly supports the MPS Direction strategy and our mission to keep London safe for everyone. Enabling the MPS to respond to the needs of London will directly support our vision to be the most trusted police service in the world

through delivery of the operational priorities. It will directly develop our capabilities and deliver mission critical transformation.

11. C&C is at the operational heart of the MPS and is vital to responding to the needs of London (and beyond). It reaches into a wide array of MPS systems and processes, and it fundamentally affects the ability of officers to do their job. C&C enables:

Contact C&C must enable public access to MPS service and support new contact channels (particularly online).

Command Our operating model and business structures must enable leaders to make effective decisions to manage demand, risk and resources and to collaborate both internally (across structural or geographic boundaries) and with external partners. Our technology must provide leaders with the right information at the right time. The detailed design redefines our C&C command structures where needed and will enable collaboration. We will transform enabling technology and integrate this where required allowing data driven decision-making.

Control The MPS must provide leaders with a service and technology which enables decisions to be enacted and which supports frontline officers and staff. We will replace a number of systems and associated capabilities providing operational colleagues with technology, which enables operational delivery.

Coordination The MPS has considerable operational complexity. The C&C operating model and supporting technology must ensure coordination of deployments and taskings (which may involve local, central and specialist resources) to ensure operational effectiveness and manage risk. Our transformed operating model and technology will provide a single operating picture enabling the MPS to deploy assets to meet the needs of London (incidents, events and pre-planned deployments).

Communication C&C will enable demand to be passed within the MPS and externally to partners, enable control/coordination and enhance officer safety. We will ensure our operating model supports interoperability and that our technology enables the MPS to work closely with partners. We will replace ICCS to maintain voice critical radio communications & ensure future ESN compatibility.

12. The primary objective of this project is to improve operational effectiveness and provide a modern, secure digital platform by replacing the current Command and Control Solution.

13. The leap in capability from a system the core of which is 35 years old to one that

uses and can interact with the latest digital innovations and the public, will be ground breaking for the MPS and will enable a number of benefits.

The main benefit is the replacement of a system that is reaching end of life. This and other benefits are summarised below:

Quantitative cashable benefits – benefits which will result in a reduced revenue spend.

Benefit	Description
Reduced IT costs	Our CHS/CAD system is a legacy system which is unable to perform in line with modern technology and business needs. The new C&C system will provide a reduction in running costs, as it is more modern and flexible system.

Quantitative non-cashable benefits - efficiency savings, which will result in capacity being released but are not proposed to be cashable at this time.

Benefit	Description
Increased Efficiency	Automation between systems reduces the need to double key information manually, saving processing time of our staff. This will potentially occur in the following areas: Digital contact channel (Singe Online Home- SOH) to C&C system – auto population of contact records (reliant on level of integration) reducing effort for digital call handlers (MetCC). Streamlining of telephony as information is passed to the CRIS function, reducing effort to call handlers. (MetCC) C&C System to CONNECT – auto population of reports, reducing effort to front line policing (ERPT/BCU). Reduction in talk group channels – reduced volumes of radio traffic is expected to deliver some time saving benefits. Minor automation enhancements such as ANPR

Qualitative benefits –benefits, which cannot be quantified but will deliver tangible improvements to service delivery:

Benefit	Description
Reduced Organisational Risk	The core benefit of the procurement of a new Command and Control system is that it will deliver a robust, secure and more stable solution.
Increased management of intelligence and risk	The C&C solution will automatically deliver relevant information, from an increased intelligence picture, detailing the history of individuals and places. This enhanced information will support individuals to make better operational decisions.
Increased	C&C will deliver a user-friendly, effective system that will assist,

staff satisfaction	empower and strengthen the user's ability to perform their role.
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14. The Project will be delivered using MSP principles, utilising both PRINCE2 and agile project management principles. The System Integrator, Leidos, will deliver under the oversight of MPS C&C Project team. This will include training, testing and business change.





Issues for consideration

15. Since the OBC, the scope of the C&C Project has increased in two areas:



- The London Emergency Service Co-ordination Centre (LESCC) (LESCC) was originally part of the Collaborative Contact and Response (CCR) Project that was closed in April 2019. Some of the elements of the CCR Project transferred into other areas of the MPS. Programme 2 Programme Board approved the LESCC being transferred to the C&C Project.
- The Contact and Resolution Service Project (CRS) Project transferred into Programme 2 following the closure of Programme 1 – Public Access.

Contributes to the MOPAC Police & Crime Plan 2017-2021¹

16. The project directly supports the MPS Direction strategy, which is aligned to the Police and Crime Plan, enabling the MPS to respond to the needs of London and support our vision to be the most trusted police service in the world through delivery of the operational priorities. It will directly develop our capabilities and deliver mission critical transformation.

	Focus on what matters most to Londoners	It will enhance the public experience. Closest most appropriate resources will be deployed to incidents faster, officers will receive the appropriate information more efficiently and will be able to make a better assessment of Threat, Harm and Risk.
	Mobilise partners and the public	It will allow us to collaborate with our partners by sharing information quickly and easily.
	Achieve the best outcomes in pursuit of justice and in the support of victims	Improved ways of working will result in the best outcomes being achieved through better demand management and effective deployment to improve the likelihood of arrests, detections and prosecutions.
	Seize the strategic and tactical opportunities of POLE data and digital tech to become a world leader in policing	Staff will have visibility of 'golden nominal' through a POLE database. This will improve the information available when making grading and deployment decisions.

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

	<p>Care for each other, work as a team and be an attractive place to work</p>	<p>It will provide officers with more information before attending an incident, improving the safety of the officers. Better visibility of the resources will encourage collaboration and reduce the duplication of work across teams. Additionally, the organisation will be an attractive place to work as staff will have access to modern technology.</p>
	<p>Learn from experience, from others and constantly strive to improve</p>	<p>The project has consulted with internal and external stakeholders to find ways in which we can improve the service offered to the public with a configured product.</p>

Financial, Commercial and Procurement Comments

17. This is an investment case. The technology & business change will increase efficiency and allow for either savings or repurposing of resources once the system is integrated and stable.
18. The capital cost of the project is £96m, excluding contingency, over the period 2019/20 – 2023/24.
19. This will be funded through an uplift of £17m from the existing allocation in the capital programme of £79m.
20. Revenue costs for the contract are lower than the current contracts. The savings will be reinvested into the increase of 16 posts for the Pan-London function.
21. Procurement was via the Solution Provider Framework (SPF) and after a competitive process Leidos was selected as the Preferred Bidder. They will be accountable for the implementation and ongoing managed service of the new C&C solution. They have partnered with three sub-contractors:
 - Hexagon (system software)
 - Frequentis (communication platform)
 - Chaucer (Business Change/Training)

The duration and the cost of contract will be:

- 22 Month Fixed Price Implementation
- 10 Year Business as Usual Time and Material Managed Service
- Option to Extend Managed Service by 5 Years

The full economic and financial information is included with the restricted section of the report.

Legal Comments

22. The Mayor's Office for Policing and Crime (MOPAC) is a contracting authority as defined in the Public Contracts Regulations 2015 (the Regulations). All awards of public contracts for goods and/or services valued at £181,302 or above must be procured in accordance with the Regulations. The advice of MOPAC's lawyers below demonstrates that this is the case for this procurement.

23. This report confirms the MOPAC's Solution Provider Framework Agreement (SPF) was the chosen route to market for a C&C solution. MOPAC's external lawyers at the time, Michelmores, were asked to advise on the potential use of SPF as the route to market. They advised that the risk could not be excluded of one or more COTS C&C specialist providers not on the SPF challenging the use of the SPF. They further advised that in order to mitigate this risk

"MOPAC/MPS should clarify in the procurement documents used for the mini-competition process under the SPF that the SPF suppliers would be free and are encouraged to partner with external COTS C&C system specialist providers to submit a tender. We understand that this has been carried out verbally through the market engagement process, but we recommend it is repeated in the procurement documents themselves."

24. DLS are instructed that all SPF providers were free to partner with other COTS providers, including those not on the SPF. DLS is instructed that of the three SPF providers which chose to submit bids all partnered with other COTS providers.

25. MOPAC's external lawyers for the latter stages of the procurement, TLT, were instructed to advise during the mini-competition and evaluation process. TLT has confirmed that it is not aware of any compliance issues arising during the procurement process or evaluation.

DLS is instructed that TUPE is expected to apply upon the service transfer from the incumbent contractors to the new contractor.

26. Paragraph 7.23 of the MOPAC Scheme of Delegation and Consent provides that Director of Strategic Procurement has consent to approve the award of all MPS contracts with the exception of those called in through the agreed call in procedure.

27. Paragraph 4.14 of the Scheme provides the Deputy Mayor for Policing and Crime reserves the right to call in any proposal to award a MPS contract valued at £500,000 or above.

28. 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.

29. 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 budget virements or movements of £500,000 and above, (whether on a temporary or permanent basis).

Equality Comments

30. An Equality Impact Assessment has taken place. Due regard has been taken to the Equality Act's Public Sector Equality Duty. Real consideration has been taken to assess equality impact caused by the proposed business changes. Staff association and staff support association engagement has commenced and will continue throughout the lifecycle of the project and recommendations from the EIA will be adopted.

Privacy Comments

31. 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.

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.

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

A DPIA has been completed for this project and will remain a live document until implementation is complete. 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.

Real Estate Implications

32. This solution is not dependent on any physical configuration of the estate and therefore is not impacted by the location the Command and Control function is carried out.

Environmental Implications

33. No substantial environmental implications associated with this Business Case.

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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 Command and Control Full Business Case is exempt from publication for the following reasons:

- Exempt under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011
 - Commercial Interest Section 43

For review 1st January 2022