

**REQUEST FOR DMPC DECISION – PCD 269****Title: OMM Programme 4: Transforming Investigation & Prosecution Business Justification****Executive Summary:**

This paper concerns the procurement of specialist business design resources from a single market provider to enable the programme to deliver critical organisational capabilities and associated benefits in accordance with its mandate. This is in line with existing approval PCD 268.

The programmes objectives will largely be delivered through the design and implementation of new operating models across Forensics, Specialist Investigations & Intelligence as well as Custody & Prosecutions. Additionally, the procurement and application of a new Met Integrated Policing Solution (MiPS) will transform the ICT estate by providing an enhanced information platform that supports the day to day business processes taking place across the entire spectrum of operational services. The success of all of the new target operating models will be determined by the MPS's ability to successfully integrate MiPS to ensure that time for active policing is maximised and the quality of services improved.

**Recommendation:**

That DMPC:

1. Notes that the recommended Option 3: Programmatic and integrated design approach through a single service provider, offers the most effective and efficient approach to completing the required design work.
2. Approves to fund the cost detailed in part 2 of this paper in line with existing approval PCD 268. This will fund the necessary specialist design resources as well as the cost of procuring those resources from Bloom Skills and Capability Neutral Vendor Route to Market.
3. Agrees to delegate award of the contract resulting from the further competition under the Bloom Skills and Capability Neutral Vendor Route to Market contract, to the Commercial Director, providing the value does not exceed the stipulated amount set out in part 2 of this paper.

**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**

02/11/17

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

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

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

- 1.1. This is a complex and wide ranging programme which will deliver critical organisational capabilities. It consists of 24 projects which are at different stages of their lifecycle and span across several service areas. The success of the programme is highly dependent on managing the critical dependencies between the technology, business and people related changes both within and beyond the programme. The recommended approach will reduce design complexity and optimise identification and delivery of benefits.

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

- 2.1. Some portfolio level demand analysis work is now underway but the outputs from that work need to be developed into high level design solutions for each of the priority projects and will therefore require significant specialist design resources working in tandem with subject matter experts. The programme cannot contribute fully to the One Met Model Blueprint and deliver the cashable and operational benefits without first carrying out the design work required to generate the best options for the organisation to choose from.
- 2.2. Best practise has demonstrated success when the operating models have been developed in step with the changes and benefits any new IT application will provide. Those findings have influenced the approach outlined in this paper.
- 2.3. These resources will work alongside the Met design leads, supporting them in defining and implementing the approach to programme/project delivery as well as providing hands-on support to the production of the design documents and coaching the Met design teams.

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

- 3.1. The funding position is set out Part 2.

#### **4. Legal Comments**

- 4.1 There are no significant legal implications that arise from these recommendations.

#### **5. Equality Comments**

- 5.1 There is no differential impact on diverse communities as a result of these proposals.

#### **6. Background/supporting papers**

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:**

	<i>Tick to confirm statement (✓)</i>
<b>Head of Unit:</b> 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.	✓
<b>Legal Advice:</b> Legal advice is not required.	✓
<b>Financial Advice:</b> The Chief Financial Officer has been consulted on this proposal.	✓
<b>Equalities Advice:</b> Equality and diversity issues are covered in the body of the report. The Workforce Development Officer has been consulted on the equalities and diversity issues within this report.	✓

**OFFICER APPROVAL****Chief Executive**

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

with delegated authority  


Date

26/10/17



## Investment Advisory Board

7<sup>th</sup> September 2017

### OMM Programme 4: Transforming Investigation & Prosecution Business Justification

Report by Alison Newcomb on behalf of the Deputy Commissioner

#### EXECUTIVE SUMMARY

This paper concerns the procurement of specialist business design resources from a single market provider to enable the programme to deliver critical organisational capabilities and associated benefits in accordance with its mandate. The existing approval for the **One Met Model Resource Forecast** (PCD 268) provides the overriding narrative and critical necessity for detailed and coordinated design work across the portfolio.

The programmes objectives will largely be delivered through the design and implementation of new operating models across Forensics, Specialist Investigations & Intelligence as well as Custody & Prosecutions. Additionally, the procurement and application of a new Met Integrated Policing Solution (MiPS) will transform our ICT estate by providing an enhanced information platform that supports the day to day business processes taking place across the entire spectrum of operational services. The success of all of the new target operating models will be determined by our ability to successfully integrate MiPS to ensure that we maximise time for active policing and improve the quality of our services.

**MiPS as an integral component and key enabler of new operating models.** This paper sets out an approach to securing and deploying business design resources in a holistic and integrated manner. This approach will ensure coordination of effort across the numerous designs currently being initiated in silo. An integrated team of specialists and subject matter experts will be able to prioritise and sequence their work in line with the strategic objectives of the programme and will significantly reduce duplication, incompatible designs, missed opportunities to identify and optimise benefits as well as increase the delivery confidence of the entire programme. This approach will also allow for much closer collaboration with programme 3: Strengthening Local Policing by ensuring that design interfaces are appropriately considered and factored into delivery plans.

#### TIME-SENSITIVITY

A decision is required by 21 September 2017 to ensure that the Programme can secure required specialist design resources in a timely manner to achieve its stated benefits.

#### A. RECOMMENDATIONS – THAT DMPC:

1. Notes that the recommended Option 3: Programmatic and integrated design approach through a single service provider, offers the most effective and efficient approach to completing the required design work.
2. Approves to fund the cost detailed in part 2 of this paper in line with existing approval PCD 268 *One Met Model Resource Forecast*. This will fund the necessary specialist

design resources as well as the cost of procuring those resources from Bloom Skills and Capability Neutral Vendor Route to Market.

3. Agrees to delegate award of the contract resulting from the further competition under the Bloom Skills and Capability Neutral Vendor Route to Market contract, to the Commercial Director, providing the value does not exceed the stipulated amount set out in part 2 of this paper.

The existing approval PCD 268 **OMM Resource Forecast** sets out the estimated cost for delivering the benefits accruing from the One Met Model transformation, based on the current schedule of delivery. That paper includes the specialist design support required to provide short-term capacity over and above steady state requirements within the Transformation Directorate. The requirement for those design resources for Programme 4 are detailed in this paper.

## **B. SUPPORTING INFORMATION**

### **OMM Programme 4: Transforming Investigation & Prosecution Business Justification**

1. The preceding decision is critical for the progression of the programme. There are a number of challenges which need to be considered at this stage. The key issues the Board need to take account of are outlined below.
2. **Managing scale & complexity** - This is a complex and wide ranging programme which will deliver critical organisational capabilities. It consists of 24 projects which are at different stages of their lifecycle and span across several service areas. A number of these are legacy projects which were initiated during Met Change and have not delivered to their expected timelines due to a number of delivery issues. The success of the programme is highly dependent on managing the critical dependencies between the technology, business and people related changes both within and beyond the programme. The recommended approach will reduce design complexity and optimise identification and delivery of benefits.
3. **Stretching transformation boundaries through design** - All of the service areas do not currently have a thorough evidence based understanding of demand and therefore it is difficult for them to transform services intelligently and demonstrate they are achieving value for money. Some portfolio level demand analysis work is now underway but the outputs from that work need to be developed into high level design solutions for each of the priority projects and will therefore require significant specialist design resources working in tandem with subject matter experts. Each service area carries significant operational risks which have the potential to limit transformation efforts. The programme cannot contribute fully to the OMM Blueprint and deliver the cashable and operational benefits without first carrying out the design work required to generate the best options for the organisation to choose from.
4. **Adopting lessons learned from similar business and technology transformations within other police forces** – An integrated and sequential approach to procuring and implementing a standard IT platform has proved challenging within other forces. Best practise has demonstrated success when the operating models have been developed in



step with the changes and benefits any new IT application will provide. Those findings have influenced the approach outlined in this paper.

5. These resources will work alongside the Met design leads, supporting them in defining and implementing the approach to programme/project delivery as well as providing hands-on support to the production of the design documents and coaching the Met design teams. They were not built within the organisation design for the Transformation Directorate as the resources are comparatively expensive and would not be fully or consistently utilised throughout programme and project lifecycles.

### **Governance**

6. This paper has been supported by OMM Design Authority (July 2017) and PIB (August 2017) respectively.
7. Subject to the overarching principle set out above, approval of the recommendations within this paper will allow the programme to progress the commercial route and secure the most appropriate service provider. This approach will ensure that new target operating models being developed by respective service areas are able to deliver aggregated benefits, while ensuring that the designs are coherent and compatible.

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

### **Equality and Diversity Impact**

8. There is no differential impact on diverse communities as a result of these proposals.

### **Financial Implications**

9. The funding position is set out Part 2.

### **Legal Implications**

10. There are no significant legal implications that arise from these recommendations.

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

11. There are no direct immediate health and safety implications associated with this report or the recommendations made.

### **Consultation Undertaken**

12. The consultation undertaken has been supportive. If specific concerns have been made these are shown below.

<b>Key stakeholder engagement (up to what level)</b>	<b>Supportive / Supportive with concerns / Not supportive / Not affected</b>
Director of People and Change	Supportive
Federation / TUS (representatives)	Not affected

DAC Transformation	Supportive
Commercial Director	Supportive

**Real Estate and Environmental Implications**

13. These proposals do not directly have any estate or environmental implications. The estates transformation programme is included within the scope of the Met Portfolio and associated cost and benefit are included.

**Responsible Procurement**

14. There are no adverse responsible procurement implications associated with this solution.

**Report author:** Nary Lou, Programme Manager