

REQUEST FOR DMPC DECISION – PCD 281

Title: One Met Model Short Term Interim Resources

Executive Summary:

This is a request for recruitment of short term interim resources to the Transformation Directorate. Permanent staff are being recruited, but with vacant posts remaining there is now a risk to delivery of One Met Model programmes without the continued support of interim resource. This report is seeking authority for an extension and enhancement of existing commercial arrangements. If approved, this will not require additional investment and will enable a small number of third party providers to continue to deliver additional short term transformation capability for the MPS whilst recruitment takes place to build the new Transformation Directorate.

Recommendation:

The DMPC is asked to

1. Approve an extension to the contract value for short term service provision for transformation capability and capacity for the MPS whilst recruitment for the new Transformation Directorate takes place.
2. Approve the proposal to approach the market through Bloom to sources new SMEs to create a wider panel of providers which will enable us to ensure continued value for money, secure the best possible resource for specific outputs and provide greater resilience.
3. Note the funding for interim resources will be contained within the annual revenue budget for the Transformation Directorate for 17/18 and 18/19.

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

Sue Menden

Date

17/10/17

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

Decision required – supporting report

1. Introduction and background

- 1.1. The Transformation Directorate (TD) aims to create an enduring in-house transformation capability to 'world class' standards, which when fully functioning will significantly reduce our dependency on external consultant and contractor support. Recognising that best value for money is achieved through permanent recruitment of staff, an extensive external recruitment campaign has been undertaken. Whilst successful in many ways, a percentage of roles were not filled and a second recruitment campaign will be launched in October 2017. This will be a flexible but targeted approach built on the lessons of the first campaign.
- 1.2. With vacant posts, there is now a risk to delivery of One Met Model programmes without the continued support of interim resource. These can be funded through vacancies within the new operating model. This report is seeking authority for an extension and enhancement of existing commercial arrangements. If approved, this will not require additional investment and will enable a small number of third party providers to continue to deliver additional short term transformation capability for the MPS whilst recruitment takes place to build the new Transformation Directorate.

2. Issues for consideration

- 2.1. To avoid the need to engage a larger consultancy, which would conflict and create tension with the strategic partner arrangement, it is proposed that Bloom, MOPAC's preferred route to market for specialist resource, invite the current providers and new suitable SMEs to submit fixed price proposals using the existing service catalogues, based on the forecasted demand.

3. Financial Comments

- 3.1 All spend approvals will follow standard Metropolitan Police governance under the scheme of delegation and are within existing budgets. Detail is included in part 2.

4. Legal Comments

- 4.1. No legal implications.

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 rationale for non-publication.

Is there a **part 2** form – Yes

If yes, for what reason: EXEMPT under article 2 (2) (a) of the Elected Local Policing Bodies (Specified Information) Order 2011

Exempt under Section 43 Commercial Interest of the Freedom of Information Act.

ORIGINATING OFFICER DECLARATION:

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 Chief Financial Officer has been consulted on this proposal.	✓
Equalities Advice: No Equality and Diversity issues identified.	✓

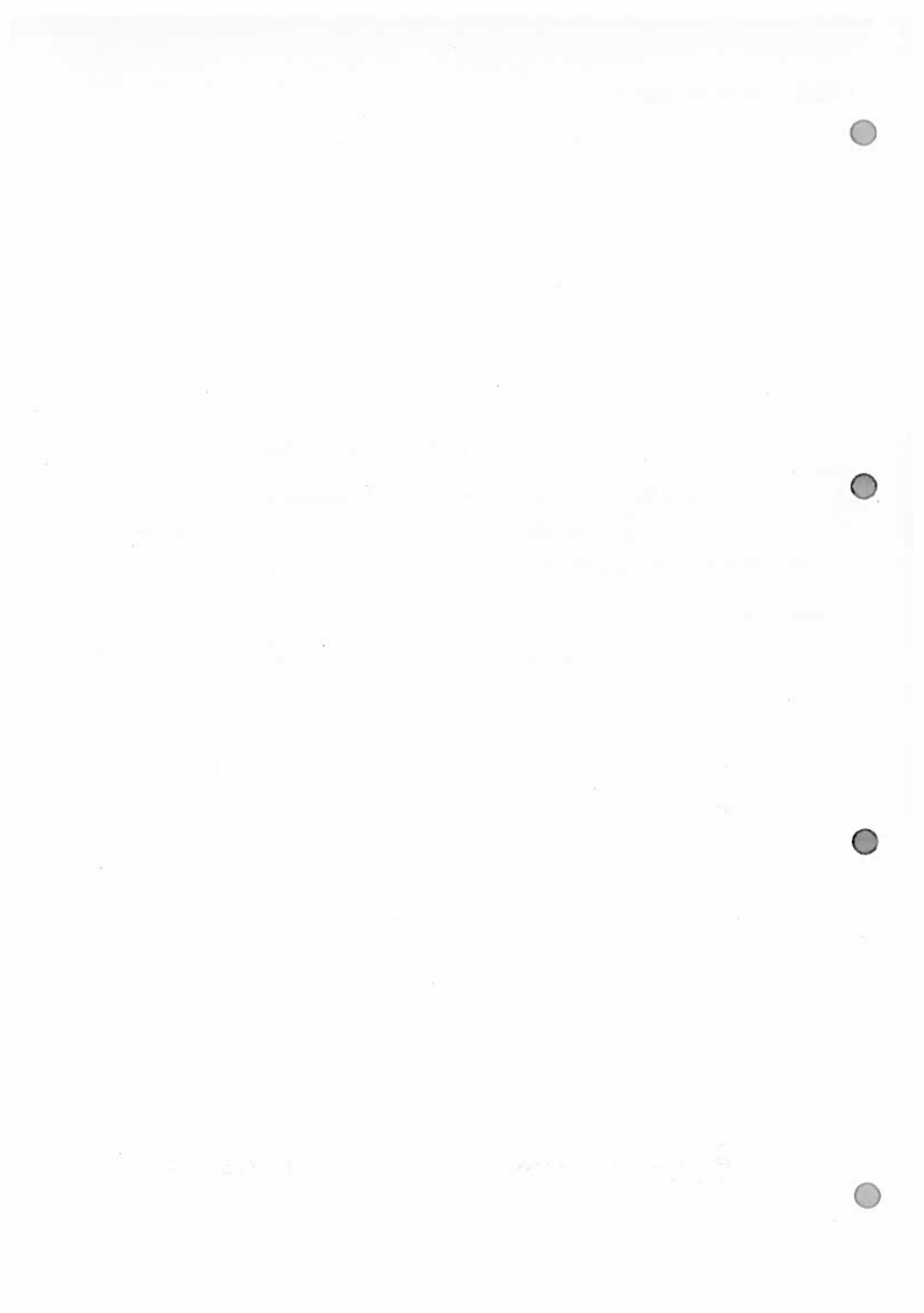
OFFICER APPROVAL**Chief Executive Officer**

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 12/10/17



Investment Advisory Board**October 2017****ONE MET MODEL SHORT TERM INTERIM RESOURCES****Report by Robin Wilkinson on behalf of the Deputy Commissioner****EXECUTIVE SUMMARY**

The Transformation Directorate (TD) aims to create an enduring in-house transformation capability to 'world class' standards, which when fully functioning will significantly reduce our dependency on external consultant and contractor support. Recognising that best value for money is achieved through permanent recruitment of staff, an extensive external recruitment campaign has been undertaken. Whilst successful in many ways, a percentage of roles were not filled and a second recruitment campaign will be launched in October 2017. This will be a flexible but targeted approach built on the lessons of the first campaign.

With vacant posts, there is now a risk to delivery of One Met Model programmes without the continued support of interim resource. These can be funded through vacancies within the new operating model. This report is seeking authority for an extension and enhancement of existing commercial arrangements. If approved, this will not require additional investment and will enable a small number of third party providers to continue to deliver additional short term transformation capability for the MPS whilst recruitment takes place to build the new Transformation Directorate.

TIME-SENSITIVITY

A decision is required by mid October 2017 to ensure that current resources remain under contract to maintain continuity in delivery.

A. RECOMMENDATIONS – That DMPC:

1. Approves an extension to the contract value for short term service provision for transformation capability and capacity for the MPS whilst recruitment for the new Transformation Directorate takes place.
2. Approve the proposal to approach the market through Bloom to sources new SMEs to create a wider panel of providers which will enable us to ensure continued value for money, secure the best possible resource for specific outputs and provide greater resilience.
3. Notes the funding for interim resources will be contained within the annual revenue budget for the Transformation Directorate for 17/18 and 18/19.

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

B. SUPPORTING INFORMATION

1. In December 2016 internal approval was obtained to develop a new Transformation Directorate, the creation of this capability was agreed based on an acceptance that the MPS will need to continue to transform beyond 2020 to meet new budgetary pressures

and changing demand, and therefore needs a strong in-house transformation capability that significantly reduces reliance on large consultancies and contractors.

2. A small number of specialist service providers were appointed in March 2017 following competitive process run by Bloom, MOPAC's preferred route to market for specialist resource. The competition were aimed at SMEs with specific subject matter expertise to provide hands on support to programmes, it was recognised that no single provider would be in a position to provide this support. These appointed providers deliver additional short term transformation capacity and capability whilst recruitment to the new Transformation Directorate took place.
3. The first phase of recruitment to the new Transformation Directorate is now complete. Whilst many successful appointments were made, a number of posts remain vacant. Without the continued investment in the use of short term interim resources a number of key elements of the One Met Model will be placed at risk of delivery. A second more targeted recruitment phase will begin in October aiming to reduce the remaining gap in resources and the dependency on interim resource.

C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS

Equality and Diversity Impact

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

Financial Implications

5. Due to commercial sensitivities, the proposed costs and funding of resources is detailed in Part 2.

Legal Implications

6. Relevant legal implications are outlined in Part 2.

Risk (including Health and Safety) Implications

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

Consultation Undertaken

8. Consultation has been undertaken with the Director of People and Change, DAC Transformation, Transformation Director, Director of Commercial Services, Director of Corporate Finance who have contributed to the elements described in this paper. The consultation undertaken has been supportive. If specific concerns have been made these are shown below.

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

DAC Transformation	Supportive
Commercial Director	Supportive of approach to market

Real Estate and Environmental Implications

9. 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.

Report author: Donna Haynes (Head of Programme Delivery)

