

DMPC Decision – PCD 1273**Title: CONNECT Interfaces Consultancy Services****Executive Summary:**

The purpose of this decision is to seek permission to direct award the CONNECT Interfaces Consultancy Services contract to incumbent Ernst & Young LLP, under the Technology Services 3 Framework (RM6100) Lot 2 (Transition and Transformation) for a value of £2,611,450.

The CONNECT Interface contract is pivotal in the success of the CONNECT programme. The Interface workstream provides connectivity between the NEC solution and the many national and internal policing solutions in that ecosystem.

EY's knowledge of MPS interfaces and MPS systems has been gained over a number of years. EY has been part of the CONNECT Programme since 2019 and joined because Interfaces technical expertise is extremely limited, if non-existent, within the MPS organisation. Supplier continuity, at a critical delivery stage, is key to reducing programme risk and assists the programme in balancing schedule, cost and delivery quality.

Recommendation:

The Deputy Mayor for Policing and Crime is recommended to:

1. Approve the direct award from the Technology Services 3 Framework to EY to a value of £2,611,450 for CONNECT Interfaces deliverables until the end of CONNECT Drop 2 Early Life Support which is expected to be by August 2023.

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****07/09/2022**

Spine under .

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

1. Introduction and background

- 1.1. CONNECT, formerly referred to as the Met Integrated Policing Solution (MiPS), is an integrated core policing IT solution, which will enable the transformation of operational policing services within the Metropolitan Police Service (MPS). This will be achieved through the replacement of standalone legacy applications and building on the investment already made in mobile devices.
- 1.2. The original MiPS Full Business Case (FBC) received approval in 2018 for investment in delivering and running the CONNECT solution through to 2028. The solution provider, Northgate Public Services (NPS) are now referred to as NEC Software Solutions UK after its rebranding in July 2021.
- 1.3. Since contract effective date in July 2018, the programme has experienced three delays, the latest resulting from Covid-19, primarily the impact on software development in India (offshore software development is provided by a Mumbai-based subsidiary). The subsequent impacts of costs on the programme have been quantified and tested with supplier and delivery partners.

2. Issues for consideration

- 2.1. The current CONNECT Interfaces Consultancy Services contract expired mid-July 2022. The service is currently being continued under MPS delegated decisions.
- 2.2. Approving this CONNECT Interfaces contracting mechanism provides the clarity the programme requires to move forward.
- 2.3. The recommendation to direct award the CONNECT Interface contract to EY is based upon the following:
 - Onboarding a new supplier would affect timelines and increase costs. It would also, in some cases, warrant 'starting from scratch', which could potentially affect Drop 1 Go Live, Command and Control and the wider CONNECT project.
 - The nature of the work provided by, and required of EY, means it would be impossible to find a supplier willing and able to take over now. CONNECT is "in-flight", and reliant upon EY coding that is currently underway to be delivered to time, cost and quality. A new supplier would not take ownership of half completed EY code, or accountability for fixing or amending EY's code within CONNECT's challenging timelines (as experience in the application architecture and coding is key to delivering defect diagnostics, defect resolution and code amendment).
- 2.4. There are avoided costs by direct awarding the Interface contract to EY, as opposed to going out to competition: avoided costs of running a competition; avoided costs of handover and importantly; avoided costs of delay.

3. Financial Comments

- 3.1. The £2,611,450 cost of the requested contract award is included within the approved capital programme.

4. Legal Comments

- 4.1. MOPAC is a contracting authority as defined in the Public Contracts Regulations 2015 (PCR 2015). All awards of public contracts for goods and/or services valued at £213,477 or above must be procured in accordance with the Regulations.
- 4.2. The use of a compliantly procured Framework Agreement will constitute a compliant process where the Framework Agreement's ordering processes are followed. This report confirms the proposed direct award is in accordance with the terms of the framework agreement.
- 4.3. The MOPAC Scheme of Delegation and Consent provides the Deputy Mayor for Policing and Crime ("DMPC") with delegated authority to approve:
- Business cases for revenue or capital expenditure of £500,000 and above (paragraph 4.8); and
 - All requests to go out to tender for contracts of £500,000 or above, or where there is a particular public interest (paragraph 4.13).
- 4.4. Paragraph 7.23 of the Scheme provides that the Director of Strategic Procurement has consent for the approval of the award of all contracts, with the exception of those called in through the agreed call in procedure. Paragraph 4.14 of the Scheme provides the DMPC reserves the right to call in any MPS proposal to award a contract for £500,000 or above.

5. Commercial Issues

- 5.1. The contract will be procured as a direct award from the Technology Services 3 Framework to EY to a value of £2,611,450 for CONNECT Interfaces deliverables until the end of CONNECT Drop 2 Early Life Support which is expected to be by August 2023.
- 5.2. The cost of the contract has been priced on a fixed price basis, using the rate cards from the competitive process of the original contract, which was let through a tender process. This was tested against the rates of other suppliers and then further negotiated for further discount.
- 5.3. Undertaking a competition for the Interfaces Consultancy Services contract would lead to a significant risk of delay to the programme – creating both operational and financial risks.

- 5.4. EY's comprehensive CONNECT technical expertise and stakeholder knowledge would make any successful handover protracted.
- 5.5. A new supplier's mobilization start date would be constrained by the need to vet employees.

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. DPIA constitutes a complex output given the nature of this programme. An overarching DPIA is in existence and subject to iteration. The main DPIA is further supported by supplementary DPIAs, which outline the impacts of key activities such as data migration, data input, data management and data extraction. Steps continue to be taken to ensure privacy by design. This has allowed the MPS to find and fix problems at the earliest opportunity. However, the CONNECT solution remains a customized off the shelf product and any significant changes to how data is managed and processed within the solution can only be addressed by changes commissioned and enacted by NEC.

7. Equality Comments

- 7.1. The Information Assurance and Information Rights unit within MPS has been consulted at all stages to ensure the project meets its compliance requirements. An Equality Impact Assessment (EIA) is in place and subject to iterative updates. There remains ongoing work between the MPS and NEC to ensure that Assistive Technology requirements are appropriately factored in to the product and any subsequent roll out of the solution.
- 7.2. There is ongoing detailed work and engagement with all key stakeholders to ensure that the core CONNECT solution as well as the training material currently being completed meets accessibility criteria. Some issues remain outstanding and require further investigation as the programme completes the final end to end testing of assistive technology components.

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.

✓

Drafting Officer

Craig James has drafted this report in accordance with MOPAC procedures.

✓

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 29/08/2022

CONNECT Interfaces Consultancy Services (BJP)

MOPAC Investment Advisory & Monitoring meeting – August 2022

Report by DAC Matthew Horne (Senior Responsible Owner) 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

The purpose of this Justification Paper is to seek permission to direct award the CONNECT Interfaces Consultancy Services contract to incumbent Ernst & Young LLP, under the Technology Services 3 Framework (RM6100) Lot 2 (Transition and Transformation) for a value of £2,611,450.

The CONNECT Interface contract is pivotal in the success of the CONNECT programme. The Interface workstream provides connectivity between the NEC solution and the many national and internal policing solutions in that ecosphere.

EY's knowledge of MPS interfaces and MPS systems has been gained over a number of years. (EY has been part of the CONNECT Programme since 2019 and joined because Interfaces technical expertise is extremely limited, if non-existent, within the MPS organisation.) Supplier continuity, at a critical delivery stage, is key to reducing programme risk and assists the programme in balancing schedule, cost and delivery quality.

Recommendations

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

1. Approve the direct award from the Technology Services 3 Framework to EY to a value of £2,611,450 for CONNECT Interfaces deliverables until the end of CONNECT Drop 2 Early Life Support which is expected to by August 2023.

Time sensitivity

The current contract for CONNECT Interfaces Consultancy Services expired mid-July 2022. By approving a direct award immediately (to enable the, Design, build and Test of Connect interfaces, which is a critical path activity for go-live) a contract could be established for the end of September. . (Whilst awaiting MOPAC's decision MPS will fund EY for the period of July to September through a mixture of a new interim contract and a contract uplift/s.)

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

Introduction and background

2. CONNECT, formerly referred to as the Met Integrated Policing Solution (MiPS), is an integrated core policing IT solution, which will enable the transformation of operational policing services within the Metropolitan Police Service (MPS). This will be achieved through the replacement of standalone legacy applications and building on the investment already made in mobile devices.
3. The original MiPS Full Business Case (FBC) received approval in 2018 for investment in delivering and running the CONNECT solution through to 2028. The solution provider, Northgate Public Services (NPS) are now referred to as NEC Software Solutions UK after its rebranding in July 2021.
4. Since contract effective date in July 2018, the programme has experienced three delays. The latest delay resulting from Covid-19, primarily the impact on software development in India (offshore software development is provided by a Mumbai-based subsidiary). The subsequent impacts of costs on the programme have been quantified and tested with supplier and delivery partners.
5. The current Interfaces Consultancy Services with EY, for the Design, build and Test of Connect interfaces was put in place at the beginning of the project delivery. Due to the programme delays, commercial services deemed it most appropriate to award a smaller direct award to EY, as the supplier could not be held to account for any delays in deliverables. A short term Time & Materials award was a better fit for the agile delivery nature of the interfaces workstream. As part of the refreshed FBC, the Interfaces contract required an extension to align with the refreshed project delivery timelines and requirements and therefore was included in the updated FBC, based on a fixed price.

Issues for consideration

- 1. The current CONNECT Interfaces Consultancy Services contract expires mid-July 2022.**
- 2. Approving the CONNECT Interfaces contracting mechanism (direct award v competition) provides the clarity the programme requires to move forward.**

The recommendation to direct award the CONNECT Interface's contract to EY is based upon the following:

- 3. Onboarding a new supplier would affect timelines and increase costs. It would also, in some cases, warrant 'starting from scratch', which could potentially affect Drop 1 Go Live, Command and Control and the wider CONNECT project.**
- 4. The nature of the work provided by, and required of EY, means it would be not feasible to find a supplier willing and able to take over now. CONNECT is "in-flight", and reliant upon EY coding that is currently underway to be delivered to time, cost and quality. A new supplier would not take ownership of half completed EY code, or accountability for fixing or amending EY's code within CONNECT's**

challenging timelines (as experience in the application architecture and coding is key to delivering defect diagnostics, defect resolution and code amendment).

- 5. There are avoided costs by direct awarding the Interface contract to EY, as opposed to going out to competition: avoided costs of running a competition; avoided costs of handover and importantly; avoided costs of delay.**

Contributes to the MOPAC Police & Crime Plan 2017-2021

6. The CONNECT solution will transform how the MPS captures, manages and exploits its operational data to carry out its key mission of keeping London safe. At its core, the solution will enable the majority of the Mets operational processes, from receiving allegations of crime through its public website, to standardising its risk management procedures, establishing effective tasking and caseload management to initiating proactive operations and monitoring their outcomes.
7. This solution will help to reduce the amount of time officers have to interrogate different systems, ensuring that they can achieve an end- to- end service from crime reporting and investigation, gathering information, to creating and presenting case files for courts.

Financial, Commercial and Procurement Comments

8. The contract will be procured as a direct award from the Technology Services 3 Framework to EY to a value of £2,611,450 for CONNECT Interfaces deliverables until the end of CONNECT Drop 2 Early Life Support which is expected to by August 2023.
9. The cost of the contract has been priced on a fixed price basis, using the rate cards from the competitive process of the original contract, which was let through a tender process. This was tested against the rates of other suppliers and then further negotiated for further discount, obtaining the best value pricing for the Interfaces Workstream services driving VFM.
10. Undertaking a competition for the Interfaces Consultancy Services contract would lead to a significant risk of delay to the programme – creating both operational and financial risks.
11. EY's comprehensive CONNECT technical expertise and stakeholder knowledge would make any successful handover protracted.
- 12. A new supplier's mobilization start date would be constrained by the need to vet employees.**

Legal Comments

13. MOPAC is a contracting authority as defined in the Public Contracts Regulations 2015 (PCR 2015). All awards of public contracts for goods and/or services valued at £213,477 or above must be procured in accordance with the Regulations.
14. The use of a compliantly procured Framework Agreement will constitute a compliant process where the Framework Agreement's ordering processes are followed. This report confirms the proposed direct awards in accordance with the terms of the framework agreements.

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

15. The MOPAC Scheme of Delegation and Consent provides the Deputy Mayor for Policing and Crime ("DMPC") with delegated authority to approve:
16. Business cases for revenue or capital expenditure of £500,000 and above (paragraph 4.8); and
17. All requests to go out to tender for contracts of £500,000 or above, or where there is a particular public interest (paragraph 4.13).
18. Paragraph 7.23 of the Scheme provides that the Director of Strategic Procurement has consent for the approval of the award of all contracts, with the exception of those called in through the agreed call in procedure. Paragraph 4.14 of the Scheme provides the DMPC reserves the right to call in any MPS proposal to award a contract for £500,000 or above.

Equality Comments

19. The Information Assurance and Information Rights unit within MPS has been consulted at all stages to ensure the project meets its compliance requirements. An Equality Impact Assessment (EIA) is in place and subject to iterative updates. There remains ongoing work between the MPS and NEC to ensure that Assistive Technology requirements are appropriately factored in to the product and any subsequent roll out of the solution.
20. There is ongoing detailed work and engagement with all key stakeholders to ensure that the core CONNECT solution as well as the training material currently being completed meets accessibility criteria. Some issues remain outstanding and require further investigation as the programme completes the final end to end testing of assistive technology components.

Privacy Comments

21. 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.
22. 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.
23. DPIA constitutes a complex output given the nature of this programme. An overarching DPIA is in existence and subject to iteration. The main DPIA is further supported by supplementary DPIAs, which outline the impacts of key activities such as data migration, data input, data management and data extraction. Steps continue to be taken to ensure privacy by design. This has allowed the MPS to find and fix problems at the earliest opportunity. However, the CONNECT solution remains a customized off the shelf product and any significant changes to how data is managed and processed within the solution can only be addressed by changes commissioned and enacted by NEC.

Real Estate Implications

24. There are no implications on real estate.

Environmental Implications

25. Any third party contracts agreed as part of this project will ensure that suppliers comply with environmental legislation or policy. In particular, the project delivery contracts, which include provisions that suppliers, comply with relevant clean air policy (e.g. Ultra Low Emission Zone).

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 BJP for CONNECT Interfaces Consultancy Services is exempt from publication for the following reasons:

- It is exempt under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011 (Data Protection Section 43 – Commercial Interests); and
- The relevant sections under the FOIA that would exempt this information from disclosure, particularly Commercial Interest Section 43

The paper will cease to be exempt when the relevant commercial decisions set out within the BJP have been contractually agreed (forecast for the end of September) and publicised via the relevant channels.