

Finance, Change and People Oversight Board 30 June 2023

Command and Control

Report by: The Director of Strategy and Transformation

1. Purpose of this Paper

The purpose of this paper is to provide an update regarding the reset of the Command and Control programme.

2. Recommendations – that the Oversight Board:

a) N/A – no recommendations at this stage.

3. Information for Consideration

3.1. The Command and Control Programme (C&C) is replacing the 999/101 call handling and radio despatch systems for the MPS. C&C was initiated in 2018, and following concerns raised and missed confidence points a fundamental MPS led review of the programme was commissioned.

3.2. The review of C&C was completed in early 2023. The review identified that whilst the underlying products were sound, a fundamental reset of the programme was required across all aspects of delivery, financials, and commercials. The MPS Portfolio Investment Board (PIB) approved the outcome of the review, and associated reset recommendation, in May 2023. During the review period technology delivery continued to deliver against plan to ensure minimal impact on progress.

3.3. The C&C Reset has commenced. A new MPS Programme Director has been appointed to lead the reset. The reset is structured in five strands:

3.3.1. Commercial and Financial: Resolution of the programmes financial and commercial challenges and preparation of a revised Full Business Case.

- 3.3.2. Technology: On-going technical delivery and analysis of the technology delivered today to confirm it is fit for purpose.
- 3.3.3. Design: Confirmation that the way the system will be used operationally is fully understood and fit for purpose.
- 3.3.4. Deployment Approach: Impact assessment of moving to a more iterative delivery approach (i.e. going live with the system in stages rather than the currently planned 'big bang' approach).
- 3.3.5. Event Planning: An Event Planning tool (called "OPR") has been deployed in the early stages of the programme. A full assessment of this tool is underway to ensure it is meeting operational needs.
- 3.4. During the Reset period the C&C programme team size has been reduced – with officers and staff redeployed to support operational and wider MPS priorities.
- 3.5. The C&C Reset is targeting completion in September / October 2023. The key outputs of the Reset are as follows:
 - 3.5.1. End to End Baseline Design: Jointly agreed between MPS and Leidos in a detailed manner to support the basis of end to end testing and change activities.
 - 3.5.2. Delivery Agreement: Jointly agreed between MPS and Leidos detailing the overall Delivery Approach, Programme Structure (including detailed responsibilities), Plan (including Critical Path), Risks / Assumptions / Issues / Dependencies, and Ways of Working.
 - 3.5.3. Updated Full Business Case: HM Treasury standard Full Business Case update to articulate the additional funding required to deliver the remainder of the C&C project.
 - 3.5.4. Commercial settlement and new baseline: A proposed commercial settlement must be reached prior to FBC conclusion, and transacted following FBC approval from relevant governance forums (both internal and external to the MPS).
- 3.6. The Commercial and Financial workstream is a key area of focus due to the level of challenge in this area. Initial payments to the Leidos led Consortium have been made in June 2023 where work has been completed and sufficient evidence made available. The key milestones for this workstream are as follows:
 - 3.6.1. 01st June: Commercial and Financial workstream initiated.

- 3.6.2. 10th July – 14th July: Commercial Summit 1 to resolve historical commercial challenges with the Leidos led Consortium and a basis for Full Business Case drafting
 - 3.6.3. Late August / Early September: Commercial Summit 2 to finalise forward looking financials and any outstanding commercial points prior to Full Business Case submission.
 - 3.6.4. October: Full Business Case governance completion.
 - 3.7. Regular on-going MOPAC engagement will be maintained throughout the C&C Reset and notably in advance of Full Business Case submission.
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