

REQUEST FOR DMPC DECISION – DMPCD 2016 28

Title: DP Transformation

Executive Summary:

This report requests approval to release the second phase of funding to allow the completion of the DP Transformation programme.

Recommendation


The DMPC is asked to approve the release of the second phase of funding of £6m to allow the completion of the DP Transformation programme.

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

11/3/2015

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

Introduction and background

1. The Digital Policing Transformation Programme is a key enabler of the One Met Model. This programme implements a new delivery model for digital services to better meet the needs of the MPS and at a reduced cost.
2. In July 2015 MOPAC approved the Strategic Outline Case (SOC) (DMPCD 2015 83) which noted a total investment of £7.25m with an initial tranche of funding of £1.25m. The MPS are now seeking approval for the release of the remaining funding of £6m to allow the completion of the DP Transformation programme.

Issues for consideration

3. The implementation of the Intelligent Client Function (ICF) is intrinsically linked with the wider transformation of Digital Policing. The function will work with the other transformed elements of DP - the supply chain partners comprising a service integrator and tower providers - to deliver a fit for purpose service providing the digital services required in the 21st century.

Financial Comments

4. The total cost of the DP Transformation programme is £7.25m which will be funded from within existing budgets. This investment will contribute to the wider transformation which will see the total operating costs reduce by £46m from £174m to £128m in 2019/20, after taking account of the cost of supporting new services such as Body Worn Video and Mobile devices.

Legal Comments

5. There are no legal implications.

Equality Comments

6. There are no equality or diversity issues.

Background/supporting papers

7. None

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.

Is the publication of **this** form to be deferred? NO

If yes, for what reason:

Until what date (if known):

Is there a **part 2** form – Yes

If yes, for what reason: commercial confidentiality

ORIGINATING OFFICER DECLARATION:

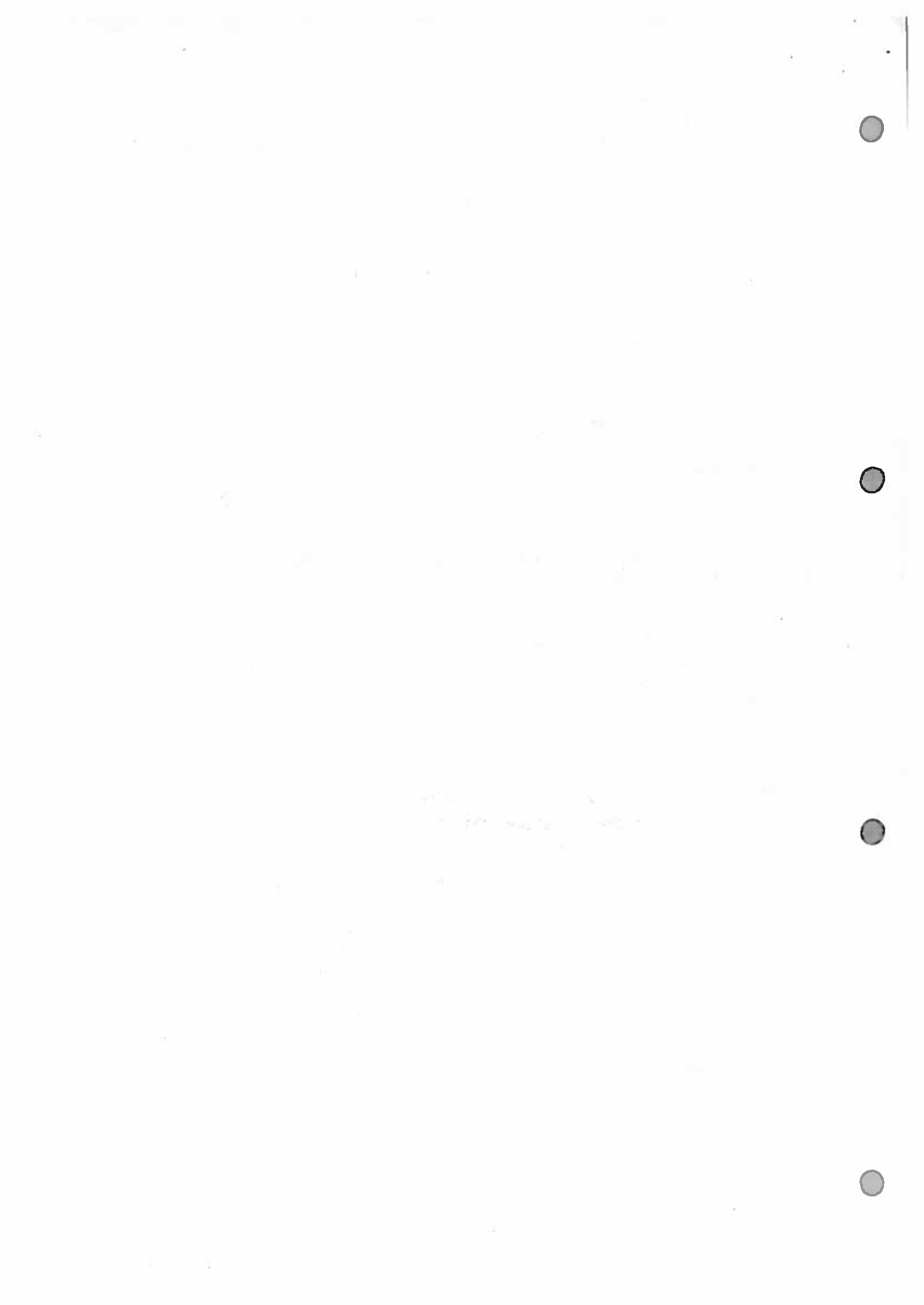
	<i>Tick to confirm statement (✓)</i>
Head of Unit: Rebecca Lawrence has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓
Legal Advice: The MPS legal team has been consulted on the proposal.	✓
Financial Advice: The Strategic Finance and Resource Management team has been consulted on this proposal.	✓
Equalities Advice: Equality and diversity issues are covered in the body of the report.	✓

OFFICER APPROVAL**Chief Operating 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 11/03/15



DP Transformation
JOINT INVESTMENT BOARD

18 FEBRUARY 2016

Report by Angus McCallum on behalf of the Deputy Commissioner

EXECUTIVE SUMMARY

The Digital Policing Transformation Programme is a key enabler of the One Met Model (OMM 2020). This programme implements a new delivery model for digital services to better meet the needs of the MPS, and at reduced cost.

Current arrangements for DP have proven to be neither effective nor sustainable with an over reliance on contractor resources. The transformation programme is rebuilding the MPS' digital policing capabilities through investment in a smaller retained intelligent client function positioned to commission and assure outsourced solution and service delivery to better meet business needs.

In July 2015 the Investment and Resources Board and Joint Investment Board approved the Strategic Outline Business Case (SOC) for DP Transformation. An initial tranche of £1.25m, of the £7.25m investment, was approved to mobilise the programme and complete initial design work.

Having completed the mobilisation and design phase this document seeks permission to proceed into the implementation phase supported by the remaining tranche of investment. This amounts to £6m to complete the transformation through to end March 2017. The source of this investment is DP-specific reserves.

This document does not seek to repeat all of the content of the approved SOC. It summarises progress to date and highlights changes to be considered since the approval of the SOC.

Programme and transition costs will be met from DP-specific reserves within the Major Change Programme Reserve

A. RECOMMENDATIONS – That the DMPC approves

- DP proceed with the remaining implementation of the DP Transformation; and
- draw down the implementation phase funding of £6m through to March 2017.

This will be financed from DP specific reserves within the Major Change Programme Reserve.

B. SUPPORTING INFORMATION

Please refer to the attached Business Justification paper, approved by I&R on 26 January 2016, and relates to the SOC for the DP Transformation Programme, approved by JIB in July 2015.

C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS

Equality and Diversity Impact (mandatory)

1. Consultation was undertaken as part of the DP Transformation SOC which was seen by the Diversity Directorate for submission to I&R Board and JIB in July 2015 and was approved with an initial draw down of £1.25m. This paper is simply a request to draw down the balance set aside from DP specific reserves, so there are no diversity implications. However, a copy of this paper has been sent to Diversity Directorate for comment. This will be submitted as soon as it is received.

Financial Implications / Value for Money (mandatory)

1. Programme and transition costs will be met from DP-specific reserves within the Major Change Programme Reserve. The programme will draw resources from internal staff and pre-competed frameworks to ensure value-for-money.

Legal Implications (mandatory)

1. There are no legal implications related to this report.

Consultation undertaken (mandatory)

1. Consultation was undertaken as part of the DP Transformation SOC which was supported by the Deputy Commissioner, approved by I&R Board and JIB in July 2015. This paper is simply a request to invest the remaining funds set aside from DP specific reserves.

Business Justification paper consultation and assurance

Directorate / Dept.	Name & Job Role	Rank / Grade	Date Assured
Procurement	Mark Farroway		21 January 2016
DP	Chris Naylor		20 January 2016
HR	Senay Yesil		22 January 2016
Finance Business Partners	Andy Proudfoot		20 January 2016

Risk (including Health and Safety) Implications (mandatory)

1. **DP Transformation Risks**
Key risks currently identified for the DP Transformation Programme requiring mitigation are:
 - The design proposed may not fully deliver the objectives set out in the SOC either because the Business does not interact with DP in the anticipated way, or the delivery model design doesn't work in the way envisaged;
 - Potential lack of support from the Business for the DP Transformation Programme as it is not primarily a cost saving initiative;
 - Demand for BAU and the MPS' ongoing change programme (backed by £130m capital plan) may take focus away from DP's internal change activities;

- Major programme approaches (CCF, MiPS, Mobility, Forensics, etc) may be out of step with the outsourcing of Solution Delivery due to timing;
- The Business may not agree to retire applications that have been identified for closure, or changes may be made to in-flight projects could impact the ability to retire legacy applications, both of which may impact on the levels of anticipated benefits.

Real Estate and Environmental Implications (if relevant to the subject)

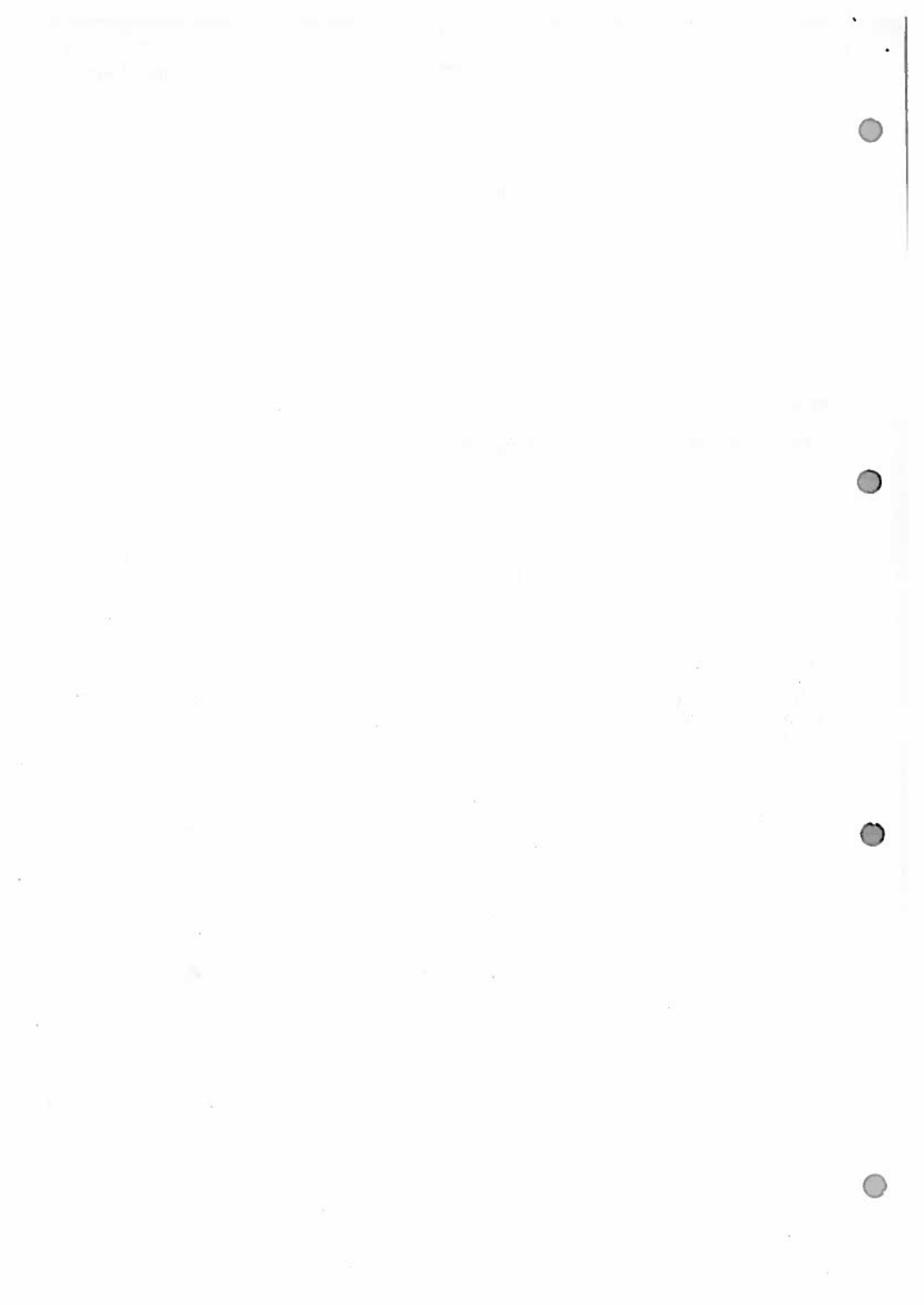
1. There are no real estate and environment implications.

Report author: (Angela Emery, DP Transformation Programme Manager, 785033)

Background papers:

PART 2: EXEMPT SECTION OF THE REPORT

1. Suitable to be published.



Date: 7 March 2016
From: Angus McCallum
Subject: DP Transformation - investment and savings

Transformation of Digital Policing is a major turnaround of a failing IT organisation that lacked direction, delivery focus and business sponsorship to a fit for purpose, professional retained function that, together with best of breed suppliers, will deliver the digital services required in 21st century policing to make London the safest global city.

The Metropolitan Police has been extensively criticised for its poor delivery record in IT. In 2012 a review conducted, by Deloitte, made a series of recommendations to improve business leadership, governance, supplier management, programme and project management to deliver solutions within an agreed architecture.

Two years later PwC reviewed progress and found very little improvement and even some areas having got worse. They found no clear development approach, an over reliance on large numbers of contractors, lack of control and cost escalation.

Service delivery is now transitioning from the incumbent to a best of breed supply chain comprised of a service integrator plus tower providers, including world class suppliers such as Atos, Accenture and CSC.

Implementing the small, professional Intelligent Client Function (ICF) is underway with a new structure populated through internal and external recruitment that will see the fully formed ICF by end March 2017.

When fully transformed, DP with its supply chain partners, will be positioned to engage with the wider MPS to identify and deliver solutions and services to meet evolving business needs. This will be at a lower operating cost and better return on capital investment through improved delivery confidence.

The new Digital Policing Target Operating Model:

- aligns delivery to MPS business needs and implementation of the OMM 2020;
- reduces the number of people involved in DP from 800 to a retained function of 100, by March 2017;
- reduces operating expenditure by £73.3m from £174m to £101m over five years, before cost of supporting new services, including Body Worn Video and Mobile devices at £26.8m, increases the operating expenditure to £128m resulting in a final net. reduction of £46m.
- improves delivery confidence of new solution through an integration capability and framework of professional delivery partners, commissioned to deliver outcomes; and
- results in improved return on capital investment through by reducing time and budget overruns.

Implementing the transformation

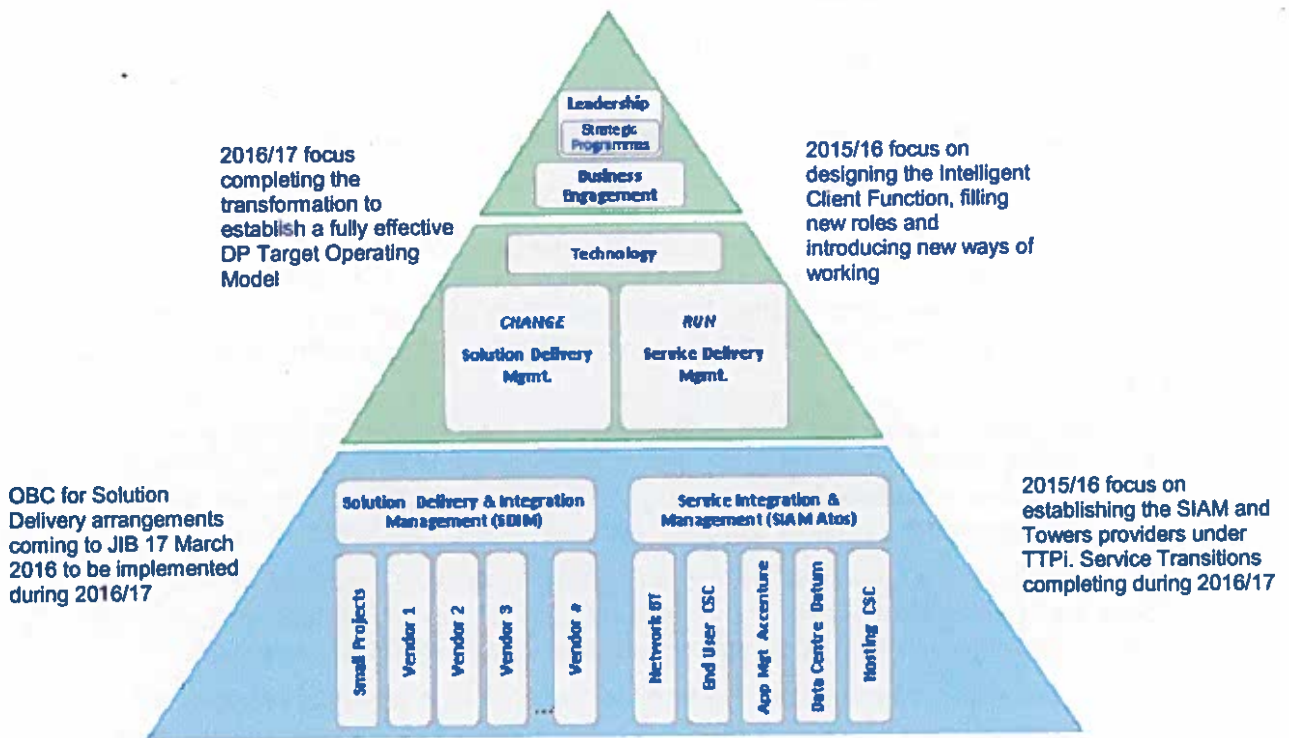


Figure 1 DP Target Operating Model

Realising the benefits

The DP Transformation SOC outlined the full range of qualitative and quantitative benefits to be realised from implementing the new operating model.

In response to the request from JIB, this note highlights two specific areas of quantitative benefit: headcount reduction and reduction in DP operating costs.

Note that this note excludes Secure development and operations.