

**REQUEST FOR DMPC DECISION – DMPCD 2015 147**

**Title: NSY Exit Programme – Technology Infrastructure**

**Executive Summary:**

MOPAC approved the HQ Estates Strategy in December 2012 which included significant refurbishment of a number of existing sites including the disposal of New Scotland Yard (NSY). This included funding of £22.7m for the relocation of technology. Following approval there has been a number of changes to the scope of the project including the identification of additional systems requiring relocation. This paper requests re-allocation within the approved budget to reflect these changes, and additional funding of £3m. MPS has confirmed that there will be no further request for additional funding for Digital Policing NSY Exit Programme.

**Recommendation:**

The DMPC is asked to approve, relating to the re-location of technology resulting from the release of New Scotland Yard,

1. the re-allocation of funding within the currently approved budget,
2. additional capital funding of £3m to be met from the 2016/20 Capital Programme, and
3. delegation to the Commercial Director (formerly the Director of Procurement Services) to undertake all necessary procurements and contract awards, subject to MOPAC call in.

**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 for elected Members of the Authority. Any such interests are recorded below.

The above request has my approval.

**Signature**



**Date**

21/12/2015

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

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

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

- 1.1 In December 2012, the Mayor's Office for Policing and Crime (MOPAC) supported MPS Management Board proposals to redefine the Central London Estate. Proposals include refurbishing the Curtis Green Building and Block B 98/102 Lambeth Road, Lambeth and a number of smaller subsidiary buildings to support the release of New Scotland Yard (NSY) and 58 Buckingham Gate.

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

- 2.1 A number of changes to the project as it was envisaged in 2012 have occurred resulting in changes to the number of systems requiring relocation and the time available to re-locate them. Examples include an increase from 3 to eleven of the sites to which NSY users would relocate, delays in town planning approval and restrictions on building programmes for Curtis Green, and the capacity of data centres.
- 2.2 The MPS has identified additional non-corporate/stand-alone systems at NSY. This has resulted in 32 systems defined as critical to operations and needing to be relocated, and with the impact of the issues above resulted in an estimated additional cost of £3m. MPS has provided assurance that there will be no further requests for additional funding for the relocation of Digital Policing infrastructure for NSY.
- 2.3 The overall HQ Estate Strategy continues to generate net capital proceeds to support the MOPAC Capital Programme and to deliver a net revenue saving of £6.4m p.a.

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

- 3.1 The estimated cost of the additional technology infrastructure relocation works is £3m. This cost will be funded from within the proposed MPS Capital Programme 2016/20. There are no additional revenue costs arising from this decision.

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

- 4.1 This report provides an update in relation to the works proposed at NSY and seeks funding for those works.
- 4.2 Section 6 of the Police Reform and Social Responsibility Act 2011 ("the Act") provides the MOPAC must secure the maintenance of the Metropolitan Police Force, and secure that the Metropolitan Police Force is efficient and effective.
- 4.3 In carrying out its functions, the MOPAC may, under paragraph 7, Schedule 3 of "the Act" "do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of the Office". This includes, entering into contracts and other agreements, in addition to acquiring and disposing of property (including land).

#### **6. Equality Comments**

- 6.1 There are no direct equality and diversity implications

#### **7. Background/supporting papers**

- 7.1 Appendix 1 MPS briefing paper

**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: section 43(2) Operational Interests

**ORIGINATING OFFICER DECLARATION:**

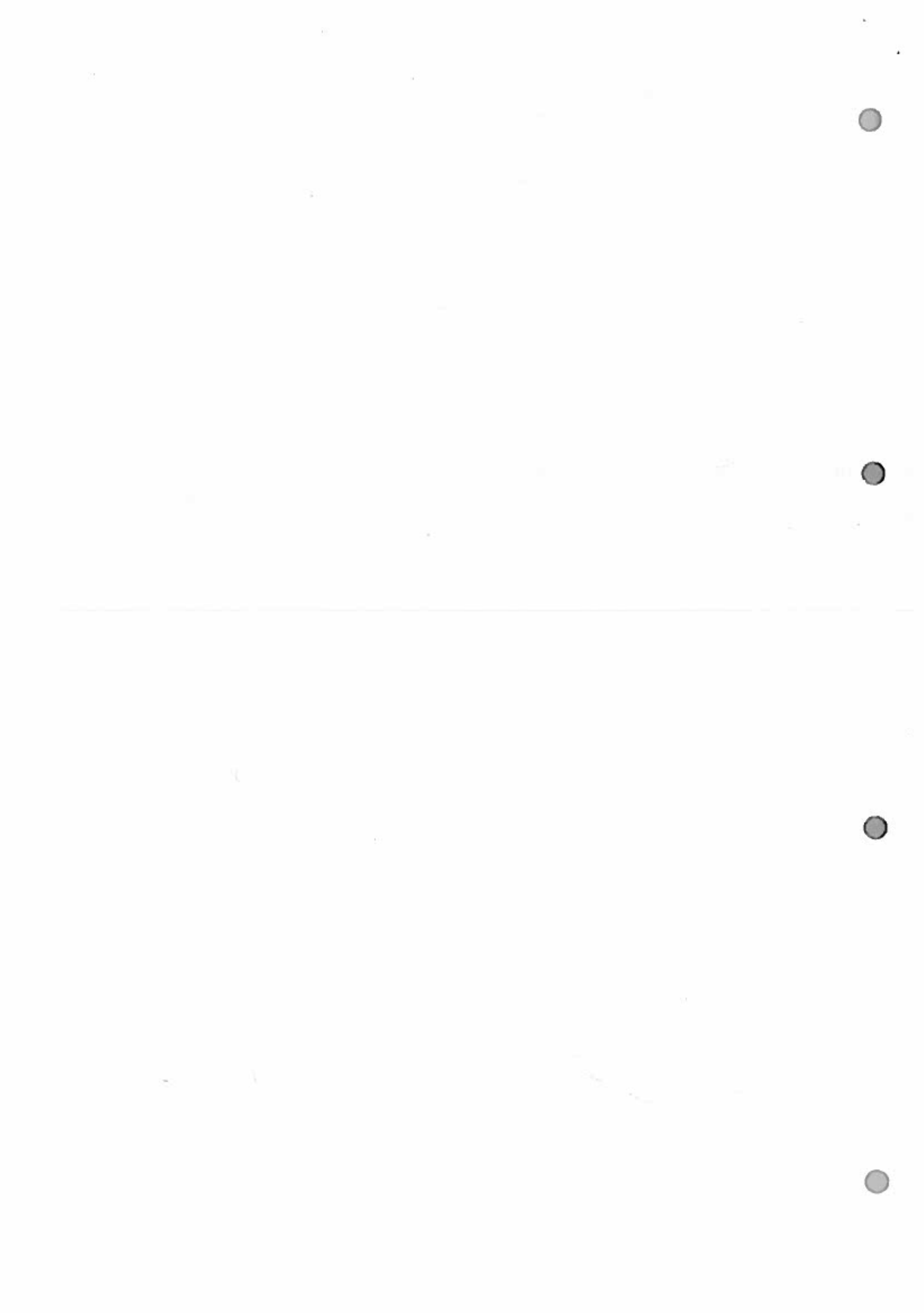
|   | Tick to confirm statement (✓) |
|---|-------------------------------|
| <b>Head of Unit:</b><br>Alex Anderson has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities. | ✓                             |
| <b>Legal Advice:</b><br>The Legal team have been consulted on this proposal.  | ✓                             |
| <b>Financial Advice:</b><br>The Chief Finance Officer has been consulted on this proposal.  | ✓                             |
| <b>Equalities Advice:</b><br>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 21 / 12 / 2015



## **HQ ESTATES STRATEGY - NSY EXIT PROGRAMME - ADDITIONAL FUNDING REQUIREMENTS TO RELOCATE TECHNOLOGY INFRASTRUCTURE**

**Report by the Director of Digital Policing on behalf of the Commissioner**

### **EXECUTIVE SUMMARY**

In December 2012, the Mayor's Office for Policing And Crime (MOPAC) supported proposals to redefine the Central London Estate. Proposals included refurbishing the Curtis Green Building, Block B 98/102 Lambeth Road and elements of a number of subsidiary sites, not least Cobalt Square and Marlowe House, to support the release of NSY and 58 Buckingham Gate. Funding of £22.7m was allocated to the cost of relocating technology systems and infrastructure based on known requirements at that time.

Following a detailed review, a number of 'stand-alone' applications have been identified in NSY ('Scope 2' systems). Relocating these systems will require additional capital funding of £3m. There are no additional revenue costs.

This Paper provides an update the planning assumptions used in formulating the original Digital Policing (DP) technology infrastructure relocation programme costs that supported the MOPAC decisions in December 2012. In addition, the Paper details the changes to the planning assumptions, the impact of changes to design, technology, location and the delivery team, one of the additional systems/requirements that are required to provide services and maintain operations at receive sites.

Based on the attached, this Paper seeks approval to the additional funding required to support the MOPAC/MPS HQ Estate Strategy.

### **A. RECOMMENDATIONS - That the Deputy Mayor for Policing And Crime (DMPC):**

1. Approve the re-allocation of the funding provided to date as detailed within this Paper;
2. Approve the allocation of further capital funding of £3m to support the relocation of a number of stand-alone systems to be funded from the 2016/2020 Capital Programme presented to MOPAC in late November 2015.
3. Delegate approval to the Commercial Director (formerly the Director of Procurement Services) to undertake all necessary procurements and contract awards in regard to the relocation of these ICT systems in support of the exit of New Scotland Yard, and
4. Note that a DP Programme Board chaired by DP Head of Infrastructure & Services has been set up to provide governance for these technical projects to ensure the programme can be delivered to the timelines required.

## B. SUPPORTING INFORMATION

1. In December 2012, the Mayor's Office for Policing And Crime (MOPAC) approved the HQ Estates Strategy. The Strategy includes refurbishing the Curtis Green Building, Block B 98/102 Lambeth Road and elements of a number of subsidiary sites, not least Cobalt Square and Marlowe House, to support the release of NSY and 58 Buckingham Gate. Funding of £22.7m was allocated to the cost of relocating technology systems and infrastructure based on known requirements at that time.
2. The business case approved by MOPAC in December 2012 was based upon a set of assumptions detailed below; against these the actual position has been identified and the impact this change has had upon the Programme. The following planning assumptions were used in the development of funding requirements. Namely that:
  - NSY users would relocate to three MPS strategic sites only. Several additional sites have since been added increasing the complexity of moves and further operational needs and cost;
  - Curtis Green would to be completed in Spring 2016. Following delays in town planning consents and restrictions on building programmes to meet the needs of adjoining land owners, the construction project will complete in Summer 2016 with early access anticipated from May 2016;
  - An 18-24 month Programme upon approval of contracts. Contract approval proved more complex and as project delivery timescales are reduced, project risks and costs increase;
  - Technology to be primarily hosted within data centres with technology delivered to site Technical Equipment Rooms (TERs) by exception. Data centres have not yet delivered and secure capacities are not sufficient to meet requirements. As a result there is still a reliance on local TERs;
  - Pyxis platform would be live prior to the move of users, with secure applications migrated to the platform by the Pyxis Programme. The Pyxis programme is to be delivered, and NSY systems migrated;
  - Rooftop technology would have a three site solution based on locations already identified. Permissions removed at one site reduce provision to a two site solution;
  - Resource costs were based on support from permanent MPS employees delivering the Programme, with specialist capabilities required as necessary. The future structure of DP was not known at that time and the impact on the model not identified in the delivery of the NSY exit programme.
3. A number of additional systems have been identified and require relocation to ensure that only those systems that are still in operational use were reviewed, Business Group leads were identified to work with DP to analyse the function and performance of each system to establish whether systems could be streamlined to reduce duplication of function/requirement. Of the 142 systems identified, 32 have been defined as critical to operations and need to be relocated. Verification regarding all the systems has now been completed and each business group has signed off operational support to the DP proposals.
4. This analysis was then reviewed and supported at the DP NSY Exit Programme Board, chaired by the Deputy Director for Infrastructure Services. A further review has been undertaken on behalf of the chair of the NSY Exit Group and subsequently members of that group, who represent each area of the business, confirmed their agreement to the additional works required. The NSY Exit Group noted the timing for works and the need

to relocate systems from NSY before 30th September 2016 to support the exit date of 31<sup>st</sup> October 2016.

## C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS

### Equality and Diversity Impact

1. Future investment in the core estate will ensure full compliance with the Equalities Act 2010 with regards to the provision of accommodation. Facilities for staff working in all buildings will be enhanced over time as investment is focused on those assets core to operations.
2. The equality and diversity implications for HQ Estate are addressed within the Equality Impact Assessment for the Corporate Real Estate Programme. The CRE EIA considers moves generally and advocates that building specific EIAs are conducted on a case by case basis. User Requirements address equality / diversity including reference to those with caring responsibilities / disability and seeking out guidance from HR in order that issues can be managed locally. The Output Specification also asks questions regarding accessibility in order to feed into design and requirements for specialist kit (OH Chairs, ICT software, raised desks, etc). PSD have aligned issues of equality / diversity within existing processes for relocating staff within the MPS Estate. This approach has been shared / approved by DCFD.
3. The movement of technology as a result of other projects, has informed DP of the operational considerations required to support operational teams, this learning has been embedded into the arrangements for the exit of NSY.
4. An EIA in relation to Agile Working is established. The Disability Staff Association have been consulted and lessons have been learned from the restack moves at ESB in 2012.

### Financial Implications

#### Capital

5. The original finance model and details of the capital expenditure allocated to DP in support of the HQ Estate Strategy are detailed in Exempt Appendix One. The additional funding request is outlined in Table One below. A breakdown of the systems that make up this funding requirement are detailed in Exempt Appendix One. Funding of £5m for the HQ Estates Strategy - NSY DOI Infrastructure Relocation is included in the revised MPS Capital Plan Submission to be presented to MOPAC in late November 2015. The additional cost for these works will be funded from this capital allocation once approved.

Table One: Capital cost of moving the Scope 2 Systems from NSY to their new strategic location:

| Activity         | Estimated Cost | Cost + Contingency |
|------------------|----------------|--------------------|
| Project Funding  | £2,537,750     | £2,600,000         |
| Project Delivery | £380,000       | £400,000           |
| Total            | £2,917,750     | £3,000,000         |

The estimated costs provided above are based on the infrastructure information that was supplied by the business during the working group sessions.

### **Revenue Implications**

6. This paper proposes the relocation of systems from New Scotland Yard to other MPS sites, in order to facilitate disposal of the building in 2016. The existing revenue funding applied to support contracts for those systems will apply in the new location and there will be no additional ongoing revenue costs. Where these systems have network connections the same rationale will apply, with connections enabled at the new location and revenue costs transferring from previous connections that will be ceased, to the new location. There are no foreseen one-off project revenue costs. However, should additional project revenue costs subsequently be identified, Financial Regulations allow for up to 4% of disposal costs to be offset against the gross receipts from the sale of New Scotland Yard.

### **Procurement Implications**

7. The purpose of this section is to define the most appropriate procurement route(s) to market, based on the procurement needs, project requirements, and compliance with MOPAC and Public Contract Regulations 2015.

The regulations set out minimum tendering requirements, as detailed below:

**MOPAC Regulations (procurement of Goods and Services):**

value up to £5,000 (minimum 1 quotation);  
 between £5,000 and £50,000 (minimum 3 bids);  
 between £50,000 and OJEU threshold (minimum 4 bids);  
 above OJEU threshold (in line with Public Contract Regulations 2015).

**Public Contract Regulations 2015 (procurement of Goods and Services):**

The PCR apply to public procurements valued in excess of £172,514.

8. The MPS Digital Policing Programme Board, chaired by Deputy Director Infrastructure Services, provides governance for these technical projects to ensure that proposed solutions are aligned to MPS strategies. Although this paper refers to a variety of technical footprints at NSY, each of them presents different procurement challenges and the proposed routes vary in order to ensure that best value is achieved.
9. The proposed procurement route for the relocation of each of the systems will be selected to deliver value for money. Appropriate steps will be taken to promote good procurement practice and supply chain management to ensure the organisation acquires the goods and services it needs from suppliers that provide best value. Where possible, existing supplier contracts and/or established government frameworks will be utilised.
10. In the absence of existing agreements, the following procurement routes are recommended in line with the Regulations above:



The "CompeteFor" supply chain service is recommended as the procurement route to facilitate the required number of bids for any supporting goods and services estimated below the £50,000 threshold.

11. Where appropriate, the MPS Value Added Reseller ("VAR") contract is recommended as the procurement route to obtain 2nd-tier supplier agreements with relevant suppliers, under the prime supplier contract with Insight Direct UK Ltd.
12. The scope of the contract is as follows:
  - Software;
  - Hardware;
  - Specialist channel services e.g. Support and Maintenance;
  - Professional Services.
13. Competitive tendering exercise via the Bluelight ePortal Tendering System is recommended as the procurement route to facilitate the required number of bids for specialist goods and services estimated between £50,000 and the OJEU threshold (£172,514).
14. The Public Contract Regulations will be engaged for any procurement estimated above the OJEU threshold.
15. The above strategy supports the NSY Closure Programme in meeting the project deadline of Summer 2016, whilst demonstrating best value for money through competitive tendering and use of pre-established agreements.
16. Each of the separate procurements will be subject to the standard award process (either in line with the Scheme of Delegation for contract values below £500k or via Procurement Board / JIB for those in excess of £500k). Demonstrated value for money will form part of the justification for procurement award decisions."

### **Legal Implications**

17. This report provides an update in relation to the works proposed at NSY and seeks funding for those works.
18. Section 6 of the Police Reform and Social Responsibility Act 2011 ("the Act") provides the MOPAC must secure the maintenance of the Metropolitan Police Force, and secure that the Metropolitan Police Force is efficient and effective.
19. In carrying out its functions, the MOPAC may, under paragraph 7, Schedule 3 of "the Act" "do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of the Office". This includes, entering into contracts and other agreements, in addition to acquiring and disposing of property (including land).

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

20. Critical operational functions and infrastructure will need to be relocated in advance of the NSY building exit to provide continuity of service. The relocation of systems from NSY is particularly complex as the building hosted the first computers systems in the MPS. Further, a number of systems are linked to third party organisations. Oversight by key stakeholders is provided through the monthly meetings chaired by DAC de Brunner and the Senior Users Group.
21. Full visibility of those systems that are required for operational use will enable DP to manage and support systems effectively. Greater supervision and understanding of the risks caused by the local introduction of systems will ensure the MPS mitigate the failures associated with 'stand alone' systems and maximise efficiencies through the provision of standardised systems.

### **Environmental Implications**

22. The Headquarters Strategy proposes a consolidation of the Headquarters Estate through a phased exit of surplus buildings that will lead to a reduction in floor space and increased occupancy. This, coupled with refurbishment of new headquarters sites and more efficient use of part of the support estate, will generate significant environmental and sustainability benefits with associated cost reductions.
23. The disposal of older sites with poor environmental performance, and refurbishment of new HQ sites provide the mechanism for improved environmental performance. Refurbishments are required to adhere to the MPS' Sustainable Building Project Design Guide, which sets out minimum environmental performance standards that will lead to efficiency gains through net reductions in consumption of energy, water and product / material resources and improved recycling of waste.
24. The standard supports a whole life cost approach aimed at ensuring capital investment optimises building costs in operation. The strategy will deliver environment and sustainability benefits during subsequent implementation stages.

**Report author:**

Pat Shiel

on behalf of Chris Naylor Interim Director of Digital Policing

**Background papers:**

MOPAC - Joint Asset Management Panel - 1 December 2014 - Major Buildings Estate Strategy Update

Joint Asset Management Panel - 24 November 2015 - HQ Estate Strategy Update Paper

