

DMPC Decision – PCD 1579

Title: Transformation Delivery Partner (TDP)

Executive Summary:

This paper seeks approval for the Metropolitan Police Service (MPS) to conduct a mini-competition procurement process for a Transformation Delivery Partner (TDP) at approximately £38m to provide support to the Transformation Directorate and Enabling Functions through a variety of Services, including Portfolio Services and assisting with the development of Outline Business Cases to deliver the commitments made in the New Met for London (NMfL). Actual spend will be committed only within available budget.

Recommendation:

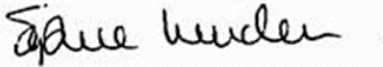
The Deputy Mayor for Policing and Crime is recommended to approve:

1. Approve the proposal to go to market to conduct a mini competition to procure a TDP, at an estimated total cost of £38m over three years (2 years +1) from Feb 2024 to Jan 2027. Spend will only be committed within available budgetary limits.
2. Approve the delegated authority to the Chief Strategy and Transformation officer to award the resulting framework and call off contracts as required within the limits of the contract.

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 12/12/2023

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

1. Introduction and background

- 1.1. In addition to the commitments made in A New Met for London (NMfL), the MPS has an ambitious programme for transformation which requires significant changes in the way the organisation operates, and the behaviours expected of its workforce. Numerous large and complex programmes are currently being implemented and their outcomes are crucial in establishing the foundation for future reform.
- 1.2. Together with other recommendations from oversight partners, this change portfolio seeks to achieve a number of strategic objectives, such as providing the key organisational responses to criticisms made in the MPS's Culture and Standards Review by Baroness Casey of Blackstock and the HMICFRS Police Effectiveness, Efficiency, and Legitimacy report of 2021/22.
- 1.3. Delivering an effective MPS and achieving the necessary changes to implement a comprehensive set of reforms depends heavily on the change portfolio. No change programme of this scale would be considered possible without significant external support and the pace and scale of this change is so great, as to demand immediate targeted activity.
- 1.4. The Transformation Directorate is currently configured to meet the demands of the smaller or more technology focused portfolio of change that existed pre-turnaround. While efforts have been made to realign resources against delivery of the MPS's plan for whole change detailed in its published strategy, A NMfL and to source resources from within business units, delivery of this strategy requires additional resources beyond that currently available.
- 1.5. The Transformation Directorate is currently set up to meet the requirements of the smaller or more technology focused portfolio of change that existed pre-turnaround. Delivery of this strategy necessitates extra resources beyond those that are currently available, despite efforts to realign resources against the MPS's plan for entire change, as detailed in the published strategy, A NMfL, and to source resources from within business units.
- 1.6. Additionally, the current structures are dependent upon police officer resource which are required to move back to support frontline delivery. A new operating model is required for future Transformation Programme delivery.
- 1.7. Enabling functions are not set up to provide the project delivery support required at the scale of change and pace necessary to achieve the NMfL ambition. In Baroness Casey of Blackstock's Review of Culture and Standards in the MPS, the lack of resource in enabling functions was highlighted as a key area of concern. The Change of scale further intensifies how thinly stretched resources are in the functions to dedicate to support delivery.
- 1.8. This paper proposes a new commercial vehicle that will, specifically, provide support to Executive Committee in the management and definition of the portfolio, to provide services into enabling functions, and will provide support to some Senior Responsible Owners (SROs) in the delivery of their programmes. Therefore it reflects a significant change in the MPS approach, providing support which acknowledges that the growth in the MPS transformation portfolio has meant increasing demands on the time of senior leadership.

1.9. The Transformation Delivery Partner or small number of partners will be among several of sources of support available to SROs in delivering of their programmes, it is designed to provide a means for them to draw in support rapidly, through the most efficient governance route. The MPS guarantees that there is no requirement for this to be the sole procurement vehicle for all NMfL projects.

2. Issues for consideration.

2.1. The MPS requires additional investment to deliver the vital services that are urgently required alongside delivering the Transformational People Programme ambitions in the following areas.

2.2. In addition to supporting the MPS to build the transformation capacity and capability to deliver the NMfL plan, the Transformation Delivery Partner approach outlined aims to:

- Support the delivery of emerging strategic and high priority programmes, by providing a design and initiation service.
- Support delivery of programmes by providing services and capacity into enabling functions.
- Provide bespoke drawdown for projects that share needs.
- Provide ad hoc project or programmatic support for some programmes where speed or scale means it would be poor value for money to go to market individually for support.
- Ensure value for money by increasing the focus on outcomes and outputs-based procurement over time & materials, again, encouraging the partner to provide the best solutions and resources for the MPS as well as clear incentivisation for the partner/s to provide reach back into their organisation.

3. Financial Comments.

3.1. The estimated value of this framework contract is a maximum of £38m.

3.2. The maximum forecast requirement is £38m based on a contract across 4 financial years and contract term of an initial 2 years with 1-year optional extension running from February 2024 to January 2026 (January 2027 inclusive of the extension period).

3.3. Actual spending will only be committed to reflect the budget available.

3.4. Clear guidelines on governance, the amount of rotation and attrition that will be allowed to maintain consistency, and the methods for transferring expertise to MPS officers and staff will all be included in the requirements statement. Mechanisms for ensuring that the implications of emergent delivery are managed through the existing project governance processes would be required.

4. Legal Comments.

4.1. The Mayor's Office for Policing and Crime ("MOPAC") is a contracting authority as defined in the Public Contracts Regulations 2015 ("the Regulations"). All awards of

public contracts for goods and/or services valued at £213,477 or above shall be procured in accordance with the Regulations.

- 4.2. The MOPAC Scheme of Delegation and Consent provides the Deputy Mayor for Policing and Crime (“DMPC”) has delegated authority to approve:
 - a. Business cases for revenue or capital expenditure of £500,000 and above (paragraph 4.8); and
 - b. 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).
- 4.3. 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 proposals to award a contract for £500,000 or above. This paper seeks approval from the DMPC for the Chief Strategy and Transformation officer to approve the eventual award.
- 4.4. The MPS assure them that they will work with Commercial Services to ensure that the route to market is compliant, and the terms provided for of the CCS framework agreement during the mini competition exercise.

5. Commercial Issues.

- 5.1. The £38m forecast amount represents the maximum the MPS estimates could be spent through this commercial vehicle and is not a target. The expenditure will remain subject to MPS governance, and the Management Case outlined below;
 - The MPS Executive Committee has considered funding for the Transformation Delivery Partner separately as part of wider discussions on the MPS's strategic financial position and the funding available to fulfil NMfL commitments
 - The total made available to support this case represents a maximum commercial value and does not reflect a guarantee to spend to this value.
 - The MPS state that funding will be provided in the first instance, from underspends reallocated against NMfL priorities. Other sources of funding, including business unit budgets, will be available for use against this contract, subject to appropriate approvals via approved governance routes.

6. GDPR and Data Privacy

- 6.1. MOPAC will adhere to the Data Protection Act (DPA) 2018 and ensure that any organisations who are commissioned to do work with or on behalf of MOPAC are fully compliant with the policy and understand their GDPR responsibilities.
- 6.2. 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.

- 6.3. 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.
- 6.4. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the project meets its compliance requirements.
- 6.5. The procurement does not involve the use of personally identifiable data of members of the public, so there are no GDPR issues to be considered

7. Equality Comments

- 7.1. MOPAC is required to comply with the public sector equality duty set out in section 149(1) of the Equality Act 2010. This requires MOPAC to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations by reference to people with protected characteristics. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.2. There are no known negative equality or diversity implications arising from this process negating the requirement to present any mitigation.

8. Background/supporting papers

- 8.1. MPS Report Part 1 Transformation Delivery Partner
- 8.2. MPS Business Justification Paper Transformation Delivery Partner.

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 MPS 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	<i>Tick to confirm statement (✓)</i>
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 <ul style="list-style-type: none"> • GDPR compliance issues are covered in the body of the report. • A DPIA is not required. 	✓
Drafting Officer Stephen Kalyango has drafted this report in accordance with MOPAC procedures.	✓
Director/Head of Service: The Interim Chief Finance Officer and the Director of Corporate Services 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 have 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. 30/11/2023

