



# MOPAC

MAYOR OF LONDON  
OFFICE FOR POLICING AND CRIME

## TRANSFORMATION DELIVERY PARTNER

### MOPAC Investment Advisory & Monitoring meeting

Report by Michelle Thorp, Director Transformation, on behalf of Adrian Scott,  
Chief Strategy & Transformation Officer

**Part 1 – This section of the report will be published by MOPAC. It is classified as OFFICIAL – PUBLIC**

#### EXECUTIVE SUMMARY

*A New Met for London* set out an ambitious agenda for reform that is an order of magnitude larger than the change previously undertaken by the Met. Our current structures and resources are not sufficient to deliver this change successfully.

Permission to contract for a Transformation Delivery Partner is being sought to provide the essential support we need to deliver on our commitments made in *A New Met for London*. The Partner will provide support to the Transformation Directorate and Enabling Functions through delivery of a variety of services, including Portfolio Services and supporting the development of Outline Business Cases.

#### Recommendations

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

1. **Approve** the proposal to go to market and conduct a mini competition, to the maximum value of £38m over a 2 + 1 year period, to procure a Transformation Delivery Partner (TDP), and
2. **Approve** the delegation of authority to the Commercial Director to award the resulting framework and call off contracts as required within the parameters of the contract.

#### Time sensitivity

A decision is required from the Deputy Mayor by 31/10/2023. This is to allow for a full and compliant commercial process to complete ahead of February 2023.

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

#### Introduction and background

1. The Met has an ambitious programme for transformation. As well as the commitments made in *A New Met for London* (NMfL), which will require significant changes in the way the organisation works and the behaviours we

expect of our people. There are a number of large and complex programmes which are already in delivery and whose benefits are critical to establishing the foundation for future reform.

2. This portfolio of change aims to meet a range of strategic objectives, including providing the key organisational responses to criticism levelled by Baroness Casey's Report and the HMIC Peel report, along with a series of other recommendations from oversight partners. Achieving the objectives of the portfolio are therefore of existential importance to the Met.
3. The change portfolio is critical to the delivery of a successful Met and achieving the changes required in order to bring about the sweeping set of reforms. 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.
4. The MPS 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 NMfL and to source resources from within business units, delivery of this strategy requires additional resources beyond that currently available, furthermore, 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.
5. Enabling functions are not set up to provide the project delivery support required at the scale of change and pace necessary to achieve the New Met for London ambition. In Baroness Casey of Blackstock's Review of the MPS, the lack of resource in enabling functions was highlighted as a key area of concern. Change of scale further exacerbates how thinly stretched their resources are to dedicate to support delivery.
6. Work in ongoing with finance to identify the funding available for a NMfL programmes. This note proposes a new commercial vehicle that will, specifically, provide support to ExCo in the management and definition of the portfolio, to provide services into enabling functions, and will provide support to some SROs in the delivery of their programmes. It therefore reflects a step-change in our approach, providing support which acknowledges that the growth in our transformation portfolio has meant increasing demands on the time of senior leadership. It will also design the new operating model for the Transformation Directorate, ensuring it is no longer so dependent on police officers to sure up business change and delivery functions where they would be better delivered by project specialists.
7. While the Transformation Delivery Partner (or small number of partners) will be one of a number of sources of support available to SROs it delivery of their programmes, it is designed to provide a means for them to draw in support rapidly, through the most efficient governance route. There is no desire for this to be the sole procurement vehicle for all NMfL projects.

## Issues for consideration

8. As well as enabling the Met to build the transformation capacity and capability to deliver the New Met for London (NMFL) plan, the TDP approach outlined aims to:
  - 8.1. Ensure the Met retains the ability to obtain the “**best of market**” by retaining access to multiple suppliers
  - 8.2. Support the **transition of Met officers** from transformation roles into other policing roles
  - 8.3. Support the delivery of emerging strategic and high priority programmes, by providing a **design and initiation service**
  - 8.4. Support delivery of programmes by providing services and capacity into **enabling functions**
  - 8.5. Provide **bespoke drawdown** for projects that share needs (e.g. operating model design)
  - 8.6. 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.
  - 8.7. Include **capability building** into the planned core contract with a TDP, along with robust performance management mechanisms for tangible team upskilling and knowledge transfer.
  - 8.8. 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 Met as well as well as clear incentivisation for the partner to provide reach back into their organisation.

#### **Contributes to the MOPAC Police & Crime Plan 2022-25**

9. The procurement of a Delivery Partner supports all themes of the Plan through contributing to a changed MPS that has built trust with Londoners, reducing crime and preventing violence while delivering the high standards that Londoners expect of the MPS.

#### **Financial, Commercial and Procurement Comments**

10. The estimated value of this contract is a maximum of £38m. The value indicates the maximum spend via the TDP. This spend will remain subject to Met governance and the Management Case outlined below.

- 10.1. Funding for the Transformation Delivery Partner has been considered separately by ExCo as part of the wider discussions on the strategic financial position of the Met, and the funding available to deliver against commitments made in NMfL.

- 10.2. The total made available to support this case represents a maximum commercial value and does not reflect a guarantee to spend to this value.

- 10.3. Funding for work under this contract will be found, in the first instance, from underspend 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.

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

11. The statement of requirements will provide clarity regarding quality of service provision, governance, how rotation and attrition will be limited to ensure consistency and how knowledge transfer will be provided to MPS officers and staff. Requirements would include mechanisms to ensure the emergent delivery implications are managed through existing project governance arrangements.

### **Legal Comments**

12. The Mayor's Office for Policing and Crime ("MOPAC") is a contracting authority as defined in the Public Contracts Regulations 2015 ("the Regulations"), and that all awards of public contracts for goods and/or services valued at £213,477 or above shall be procured in accordance with the Regulations. The value of the proposed contract will exceed this threshold. We will work with Commercial Services to ensure a compliant route to market and the provided the terms of (for example) the CCS framework agreement are complied with during the mini-competition exercise.

### **Equality Comments**

13. In terms of the new tender CCS have conducted a procurement that follows accepted best practice and follows government policies leading to the award and during the framework agreement term. Any approved suppliers will be evaluated for acceptable equality and diversity statements, as well as their ability to meet the MPS requirements under the Equality Act 2010 as suppliers to MOPAC. The evaluation exercise will consider their ability to act as a responsible employer and meet employment obligations deemed commensurate with wider GLA objectives.

14. In addition, it should be noted that the MPS support the Mayor's Responsible Procurement Policy including: Enhancing Social Value, Encouraging Equality and Diversity, Embedding fair employment practices, Enabling skills, training and employment opportunities, promoting ethical sourcing practices and improving environmental sustainability. Where possible to do so under the terms of the CCS framework agreements, the MPS will take further steps to influence the behaviours of the preferred suppliers to achieve these aims if they are not already doing so.

### **Privacy Comments**

15. 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.

16. 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.

17. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the procurement meets its compliance requirements.

18. 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.

**Real Estate Implications**

19. There are no estates implications to this proposal.

**Environmental Implications**

20. There are no environmental implications to this proposal.

21. London's Anchor Institutions' Charter will be supported by this paper in so far as the CCS framework includes suppliers that have a London presence and this will be explored during the procurements to further the economic benefit to the London economy and to support the city's Covid-19 recovery as part of the Mayor's Anchor Institutions.

**Background/supporting papers**

22. None

Report author: Michelle Thorp, Director Transformation