

DMPC Decision – PCD 875

Title: Fortress Business Justification Paper

Executive Summary:

Project Fortress concerns the implementation of a new electronic card access management system to the MPS estate. It addresses the need for a secure card management solution to maximise the use of buildings.

Further funding of £650,000 capital is requested to complete the project.

Recommendation:

The Deputy Mayor for Policing and Crime is recommended to:

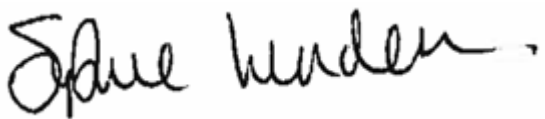
1. Approve £650,000 capital expenditure to complete the project. This has been included in the Quarter 2 capital review governance process and once approved, will be added to the capital programme.
2. Approve revenue costs of £5,000 in FY 20/21 and £31,000 p.a. from April 2021 to be funded from the Digital Policing revenue budget from April 2021.

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

5/11/2020

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

1. Introduction and background

- 1.1. The MPS is refreshing its physical estate to reduce costs but also accommodate growth in officer numbers. A software solution to manage access permissions has been deemed essential, enabling Smarter Working through a centralised model for allocating access and automating permissions based on roles.

2. Issues for consideration

- 2.1. Two factors have contributed to the requirement for additional funding:
- 2.1.1. Since the project was scoped, funding has been provided for officer growth and this is above the tolerance for what the project allowed for. Therefore funding for licences and new pass cards have been included in this Business Justification Paper (BJP).
- 2.1.2. Secondly, the project has created the detailed designs and new business model, which has prompted a review of security policy for contractors, contingency workers and suppliers. This revealed a higher number of such staff than was initially estimated. The costs of providing these staff with software licences and new cards has also been included in the BJP. In order to enhance the management of these support roles, enhanced software interfaces are proposed to avoid the need to increase FTEs to manage them.

3. Financial Comments

- 3.1. The additional costs are summarised in the table below. This capital will form part of the Q2 Transformation portfolio capital planning process and it will, once approved, be transferred to Project Fortress.
- 3.2. The additional ongoing costs for this service are a direct result of officer growth. This cost will be managed within existing Digital Policing budgets.

	2020/21	2021/22	2022/23	2023/24	2024/25	Total	NPV
	£000	£000	£000	£000	£000	£000	£000
Project Costs – Capital							
Additional software licences	100	-	-	-	-	100	
Additional pass cards	94	-	-	-	-	94	
Software interfaces	217	-	-	-	-	217	
Extended Project resource cost	177	31	-	-	-	208	
Contingency – 5%	31	-	-	-	-	31	
Total Capital	619	31	-	-	-	650	
BAU Revenue costs							
HID SAFE Licenses	5	31	31	31	31	129	
Total BAU Revenue	5	31	31	31	31	129	

4. Legal Comments

- 4.1. Paragraph 4.8 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime (DMPC) has delegated authority to approve business cases for revenue or capital expenditure of £500,000 or above.
- 4.2. 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 in excess of £189,330 shall be procured in accordance with the Regulations.
- 4.3. There are no new contracts associated with this BJP. The project will use existing suppliers and routes to market, as set out in the approved Final Business Case. These contracts have been reviewed as part of the BJP to ensure that they are compliant with all relevant regulations.

5. Commercial Issues

- 5.1. There are no new contracts associated with this BJP. The project will use existing suppliers and routes to market, as set out in the Final Business Case for the Building Access Control project as approved by MOPAC in June 2019 (PCD 581).

6. GDPR and Data Privacy

- 6.1. A Data Privacy Impact Assessment has been completed for this programme/project. This business justification paper does not impact on that DPIA.

7. Equality Comments

- 7.1. This business justification paper raises no additional equality matters over and above the Final Business Case.

8. Background/supporting papers

- 8.1. The Building Access Control Final Business Case was approved in 2019 (decision PCD 581).

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 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: Legal advice is not required.	✓
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 has been completed. 	✓
Director/Head of Service: The Interim Chief Finance Officer 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 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 28/10/2020



MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Fortress Business Justification Paper

**MOPAC Investment Advisory & Monitoring meeting 24/09/2020
Report by Stuart Cundy on behalf of the Chief of Corporate Services**

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

EXECUTIVE SUMMARY

Project Fortress concerns the implementation of a new electronic card access management system to the MPS estate. It addresses the need for a secure card management solution to maximise the use of buildings.

Further funding of £650,000 capital is requested to complete the project.

Recommendations

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

- 1. Approve £650,000 capital expenditure to complete the project. This has been included in the Quarter 2 capital review governance process and once approved, will be added to the capital programme.**
- 2. Approve revenue costs of £5,000 in FY 20/21 and £31,000 p.a. from April 2021 to be funded from the Digital Policing revenue budget from April 2021.**

Time sensitivity

A decision is required from the Deputy Mayor by 09/10/2020. This is to enable the project to continue without incurring any additional delays to implementation. There are lead times for suppliers of access cards and the MPS is keen to place orders on time.

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

Introduction and background

1. The MPS is refreshing its physical estate to reduce costs but also accommodate growth in officer numbers. A software solution to manage access permissions has been deemed essential, enabling Smarter Working through a centralised model for allocating access and automating permissions based on roles.

Issues for consideration

Two factors have contributed to the requirement for additional funding:

1. Since the project was scoped, funding has been provided for officer growth and this is above the tolerance for what the project allowed for. Therefore funding for licences and new pass cards have been included in this BJP.

- Secondly, the project has created the detailed designs and new business model, which has prompted a review of security policy for contractors, contingency workers and suppliers. This revealed a higher number of such staff than was initially estimated. The costs of providing these staff with software licences and new cards has also been included in the BJP. In order to enhance the management of these support roles, enhanced software interfaces are proposed to avoid the need to increase FTEs to manage them

Contributes to the MOPAC Police & Crime Plan 2017-2021¹

This project supports the Technology in the MPS and Organisation of the MPS priorities. The project supports reducing the estate costs, tracks usage to inform future estate investment (or disposal) and provides a secure workspace for police staff and officers.

Financial, Commercial and Procurement Comments

There are no new contracts associated with this BJP. The project will use existing suppliers and routes to market, as set out in the Final Business Case for the Building Access Control project as approved by MOPAC in June 2019 (PCD 581).

The additional costs are summarised in the table below. This capital will form part of the Q2 Transformation portfolio capital planning process and it will, once approved, be transferred to Project Fortress.

The additional ongoing costs for this service are a direct result of officer growth. This cost will be managed within existing Digital Policing budgets.

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Legal Comments

Paragraph 4.8 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime (DMPC) has delegated authority to approve business cases for revenue or capital expenditure of £500,000 or above.

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 in excess of £189,330 shall be procured in

¹ [Police and crime plan: a safer city for all Londoners | London City Hall](#)

accordance with the Regulations.

There are no new contracts associated with this BJP. The project will use existing suppliers and routes to market, as set out in the approved FBC. These contracts have been reviewed as part of the BJP to ensure that they are compliant with all relevant regulations.

Equality Comments

This business justification paper raises no additional equality matters over and above the Final Business Case.

Privacy Comments

A Data Privacy Impact Assessment has been completed for this programme/project. This business justification paper does not impact on that DPIA.

Real Estate Implications

This project is central to supporting the MPS estate strategy. Optimal management of the estate and realising Smarter Working are key benefits of the project. However, there are no additional implications for the real estate beyond those detailed in the Final Business Case.

Environmental Implications

This project supports the Mayor's environmental strategy by removing the need for officers and staff to travel across London to have their pass issued.

Background/supporting papers

Report author: Shailesh Jani, Programme Delivery Senior Manager, 07771 811983

Part 2 – This section refers to the details of the Part 2 business case which is NOT SUITABLE for MOPAC Publication.

The Government Security Classification marking for Part 2 is:
OFFICIAL-SENSITIVE [COMMERCIAL]

Part 2 of Fortress Business Justification Paper is exempt from publication for the following reasons:

- Commercial Interest Section 43

The paper will cease to be exempt until completion of the project in April 2021