

DMPC Decision – PCD 1138

Title: CONNECT Full Business Case (FBC) Update

Executive Summary:

The CONNECT programme, formerly known as Met Integrated Policing Solution (MiPs), delivers an integrated core policing IT solution, which will enable the transformation of operational policing services within the Metropolitan Police Service (MPS). This will be achieved through the replacement of standalone legacy applications and building on the investment already made in mobile devices. It entered delivery following the approval of the MiPs Full Business Case (FBC) in May 2018. The contract was awarded to Northgate Public Services, now known as NEC Software Solutions.

Since Contract Award, the programme has experienced three delays. The first two delays extended implementation by a cumulative 19 months but were able to be funded within the overall approved budget. The 3rd delay (Delay 3) was caused by the impact of Covid-19 as well as the identification of scope and delivery method changes required for the programme to be successfully delivered. Delay 3 has further extended implementation by 14 months and the programme requires additional funding to implement the solution as well as maintain service support until 2028, the full term of the contract.

The programme entered final end-to-end testing of the solution in November 2021 and remains on track to go-live with the first component of the solution in November 2022 and the final element of the product in May 2023.

Recommendation:

The Deputy Mayor for Policing and Crime is recommended to:

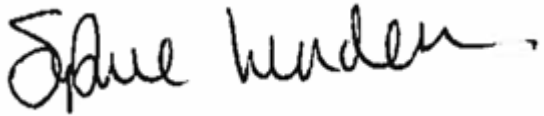
1. Approve additional capital and revenue expenditure for the CONNECT programme of £29.2m, to support the implementation of the solution as well as maintain operational services for the 10 Year Total Cost of Ownership period outlined in the original MiPs FBC from 2018 through to 2028.
2. Note the additional investment is required to accommodate:
 - a. Changes in scope so as to maintain critical MPS operational capabilities at go-live
 - b. Changes in programme delivery approach, specifically an increased period of testing to improve and make ready the solution
 - c. Other impacts due to programme delays incurred to date

- d. Addition of risk provisions and some contingency in case of any unforeseen events that may impact delivery time scales.
- 3. Note that the latest commercial settlement with NEC Software Solutions (required as a result of Delay 3) is nearing completion and falls within the delegated authority of the MPS, as per the arrangements agreed between MOPAC and the MPS.
- 4. Approve an uplift to the total contract value with NEC Solutions from £44.1m to £65.3m (a 48% uplift) to enable the delivery of the solution within the delivery timescales. This uplift in contract value is well within the original Official Journal of the European Union (OJEU) notice and is a foreseen variation to 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 **25/03/2022**

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

1. Introduction and background

- 1.1. CONNECT, formerly referred to as the Met Integrated Policing Solution (MiPS), is an integrated core policing IT solution, which will enable the transformation of operational policing services within the Metropolitan Police Service (MPS). This will be achieved through the replacement of standalone legacy applications and building on the investment already made in mobile devices.
- 1.2. The original MiPS Full Business Case (FBC) received approval in 2018 for investment in delivering and running the CONNECT solution through to 2028. The solution provider, Northgate Public Services (NPS) are now referred to as NEC Software Solutions UK after its rebranding in July 2021.
- 1.3. Since contract effective date in July 2018, the programme has experienced three delays. The latest delay resulted from Covid-19, primarily the impact on software development in India (offshore software development is provided by a Mumbai-based subsidiary). The subsequent impacts of costs on the programme have been quantified and tested with supplier and delivery partners. This FBC Update requests approval of the necessary additional expenditure and the release of additional funding to enable successful delivery and maintenance of the solution.

2. Issues for consideration

- 2.1. The issues for consideration are contained in the restricted section of the report.

3. Financial Comments

- 3.1. Total additional capital and revenue expenditure will be £29.2m, to support the implementation of the solution as well as maintain operational services for the 10 Year Total Cost of Ownership period outlined in the original MiPS FBC from 2018 through to 2028.
- 3.2. Further information is contained in the restricted section of the report.

4. Legal Comments

- 4.1. MOPAC is a contracting authority as defined in the Public Contracts Regulations 2015 (PCR 2015). All awards of public contracts for goods and/or services valued at £213,477 or above must be procured in accordance with the Regulations. This FBC Update confirms the proposed contract modification exceeds this value. Accordingly, the Regulations will be engaged.

- 4.2. Exercising the option to extend as provided for in the contract is compliant with the PCR 2015. Regulation 72(1)(a) of the Public Contracts Regulations 2015 permits a modification of a contract irrespective of value, where the modification has been provided for in clear, precise and unequivocal review clauses.
- 4.3. Regulation 72(1)(a) permits a modification “irrespective of value” but in any event the increased value is still within the parameters of the original OJEU Notice published 6 April 2016.
- 4.4. Accordingly, a contract variation which extends the contract for any period up to 5 years will be compliant with the PCR 2015 because it is provided for in the contract and is compliant with the PCR 2015.
- 4.5. The MOPAC Scheme of Delegation and Consent provides the Deputy Mayor for Policing and Crime (“DMPC”) delegated authority to approve all extensions to contracts with an original value of £500,000 or above, when the extension is greater than 10% of the original value.

5. Commercial Issues

- 5.1. The uplift required to the contract with NEC Solutions will increase the value from £44.1m to £65.3m (a 48% uplift) to enable the delivery of the solution within the delivery timescales. This uplift in contract value is well within the original Official Journal of the European Union (OJEU) notice and is a foreseen variation.
- 5.2. Further information is contained in the restricted section of the report.

6. GDPR and Data Privacy

- 6.1. 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.
- 6.2. 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.
- 6.3. DPIA constitutes a complex output given the nature of this programme. An overarching DPIA is in existence and subject to iteration. The main DPIA is further supported by supplementary DPIAs, which outline the impacts of key activities such as data migration, data input, data management and data extraction. Steps continue to be taken to ensure privacy by design. This has allowed the MPS to find and fix problems at the earliest opportunity. However, the CONNECT solution remains a customized off the

shelf product and any significant changes to how data is managed and processed within the solution can only be addressed by changes commissioned and enacted by NEC.

7. Equality Comments

- 7.1. The Information Assurance and Information Rights unit within MPS have been consulted at all stages to ensure the project meets its compliance requirements. An Equality Impact Assessment (EIA) is in place and subject to iterative updates. There remains ongoing work between the MPS and NEC to ensure that Assistive Technology requirements are appropriately factored in to the product and any subsequent roll out of the solution.
- 7.2. There is ongoing detailed work and engagement with all key stakeholders to ensure that the core CONNECT solution as well as the training material currently being completed meets accessibility criteria. Some issues remain outstanding and require further investigation as the programme completes the final end to end testing of assistive technology components.

8. Background/supporting papers

- 8.1. The Met Integrated Policing Solution (MiPS) full business case was approved in 2018 ([PCD 340](#)).

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: n/a

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 has been completed. 	✓
Drafting Officer Craig James has drafted this report in accordance with MOPAC procedures.	✓
Director/Head of Service: The 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 25/02/2022



MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

CONNECT Full Business Case (FBC) Update

MOPAC Investment Advisory & Monitoring meeting – February 2022

Report by DAC Matthew Horne (Senior Responsible Owner) 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

The CONNECT programme, formerly known as Met Integrated Policing Solution (MiPs), delivers an integrated core policing IT solution, which will enable the transformation of operational policing services within the Metropolitan Police Service (MPS). This will be achieved through the replacement of standalone legacy applications and building on the investment already made in mobile devices. It entered delivery following the approval of the MiPS Full Business Case (FBC) in May 2018. The contract was awarded to Northgate Public Services, now known as NEC Software Solutions.

Since Contract Award, the programme has experienced three delays. The first two delays extended implementation by a cumulative 19 months but were able to be funded within the overall approved budget. The 3rd delay (Delay 3) was caused by the impact of Covid-19 as well as the identification of scope and delivery method changes required for the programme to be successfully delivered. Delay 3 has further extended implementation by 14 months and the programme requires additional funding to implement the solution as well as maintain service support until 2028, the full term of the contract.

The programme entered final end-to-end testing of the solution in November 2021 and remains on track to go-live with the first component of the solution in November 2022 and the final element of the product in May 2023.

Recommendations

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

1. Approve additional capital and revenue budget for the CONNECT programme in line with the costs detailed in the financial section to enable continued delivery of the programme.

2. Approve this spend, noting the additional investment is required to accommodate:
 - a. Changes in scope so as to maintain critical MPS operational capabilities at go-live
 - b. Changes in programme delivery approach, specifically an increased period of testing to improve and make ready the solution
 - c. Other impacts due to programme delays incurred to date
 - d. Addition of risk provisions and some contingency in case of any unforeseen events that may impact delivery time scales.
3. Note that the latest commercial settlement with NEC Software Solutions (required as a result of Delay 3) is nearing completion and falls within the delegated authority of the MPS, as per the arrangements agreed between MOPAC and the MPS.
4. Approve an uplift to the total contract value with NEC Solutions to enable the delivery of the solution within the delivery timescales. This is a foreseen variation and is detailed in the financial section contained in the restricted section of this report.

Time sensitivity

A decision is required from the Deputy Mayor by April 2022. This is due to: (i) the upcoming expenditure, which will exceed the current approved budget, which will be required to continue and complete project delivery (ii) the upcoming expiry of the current contract with NEC. This will need to be amended and triggered in early 2022.

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

Introduction and background

5. CONNECT, formerly referred to as the Met Integrated Policing Solution (MiPS), is an integrated core policing IT solution, which will enable the transformation of operational policing services within the Metropolitan Police Service (MPS). This will be achieved through the replacement of standalone legacy applications and building on the investment already made in mobile devices.
6. The original MiPS Full Business Case (FBC) received approval in 2018 for investment in delivering and running the CONNECT solution through to 2028. The solution provider, Northgate Public Services (NPS) are now referred to as NEC Software Solutions UK after its rebranding in July 2021.
7. Since contract effective date in July 2018, the programme has experienced three delays. The latest delay resulting from Covid-19, primarily the impact on software development in India (offshore software development is provided by a Mumbai-based subsidiary). The subsequent impacts of costs on the programme have been quantified and tested with supplier and delivery partners. This FBC Update

requests the release of additional funding to enable successful delivery and maintenance of the solution.

Issues for consideration

8. The issues for consideration are contained in the restricted section of the report.

Contributes to the MOPAC Police & Crime Plan 2017-2021¹

9. The CONNECT solution will transform how the MPS captures, manages and exploits its operational data to carry out its key mission of keeping London safe. At its core, the solution will enable the majority of the Mets operational processes, from receiving allegations of crime through its public website, to standardising its risk management procedures, establishing effective tasking and caseload management to initiating proactive operations and monitoring their outcomes.
10. This solution will help to reduce the amount of time officers have to interrogate different systems, ensuring that they can achieve an end- to- end service from crime reporting and investigation, gathering information, to creating and presenting case files for courts.

Financial, Commercial and Procurement Comments

11. This information is contained in the restricted section of the report.

Legal Comments

12. MOPAC is a contracting authority as defined in the Public Contracts Regulations 2015 (PCR 2015). All awards of public contracts for goods and/or services valued at £189,330 or above must be procured in accordance with the Regulations. This FBC Update confirms the proposed contract modification exceeds this value. Accordingly, the Regulations will be engaged.
13. Exercising the option to extend as provided for in the contract is compliant with the PCR 2015. Regulation 72(1)(a) of the Public Contracts Regulations 2015 permits a modification of a contract irrespective of value, where the modification has been provided for in clear, precise and unequivocal review clauses.
14. Regulation 72(1)(a) permits a modification “irrespective of value” but in any event the increased value is still within the parameters of the original OJEU Notice published 6 April 2016.
15. Accordingly, a contract variation which extends the contract for any period up to 5 years will be compliant with the PCR 2015 because it is provided for in the contract and is compliant with the PCR 2015.
16. The MOPAC Scheme of Delegation and Consent provides the Deputy Mayor for

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

Policing and Crime (“DMPC”) delegated authority to approve all extensions to contracts with an original value of £500,000 or above, when the extension is greater than 10% of the original value.

Equality Comments

17. The Information Assurance and Information Rights unit within MPS have been consulted at all stages to ensure the project meets its compliance requirements. An Equality Impact Assessment (EIA) is in place and subject to iterative updates. There remains ongoing work between the MPS and NEC to ensure that Assistive Technology requirements are appropriately factored in to the product and any subsequent roll out of the solution.
18. There is ongoing detailed work and engagement with all key stakeholders to ensure that the core CONNECT solution as well as the training material currently being completed meets accessibility criteria. Some issues remain outstanding and require further investigation as the programme completes the final end to end testing of assistive technology components.

Privacy Comments

19. 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.
20. 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.
21. DPIA constitutes a complex output given the nature of this programme. An overarching DPIA is in existence and subject to iteration. The main DPIA is further supported by supplementary DPIAs, which outline the impacts of key activities such as data migration, data input, data management and data extraction. Steps continue to be taken to ensure privacy by design. This has allowed the MPS to find and fix problems at the earliest opportunity. However, the CONNECT solution remains a customized off the shelf product and any significant changes to how data is managed and processed within the solution can only be addressed by changes commissioned and enacted by NEC.

Real Estate Implications

22. There are no implications on real estate.

Environmental Implications

23. Any third party contracts agreed as part of this project will ensure that suppliers comply with environmental legislation or policy. In particular, the project delivery contracts, which include provisions that suppliers, comply with relevant clean air policy (e.g. Ultra Low Emission Zone).

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 the FBC Update for the CONNECT programme is exempt from publication for the following reasons:

- It is exempt under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011 (Data Protection Section 43 – Commercial Interests); and
- The relevant sections under the FOIA that would exempt this information from disclosure, particularly Commercial Interest Section 43

The paper will cease to be exempt when the relevant commercial decisions set out within the refreshed FBC have been contractually agreed and publicised via the relevant channels.