

REQUEST FOR DMPC DECISION – PCD 228

Title: One Met Model Optimising Response Programme

Executive Summary:

The purpose of the Optimising Response programme is to provide a modern, flexible command and control capability that enables a real time response to emergencies and planned events, delivers the best service to the public and efficiently deploys the most appropriately skilled resource to meet demand. This Programme aims to transform the MPS command and control operating model and supporting technology to enable the MPS to deploy officers and staff to appropriate emergency and non-emergency incidents and pre-planned operations, using the most appropriate resource.

Recommendation:

The DMPC is asked to

1. Approve the strategic direction of the Optimising Response Programme.
2. Approve the Command & Control project to progress to Gate 2 (Delivery Strategy) through the preparation of an Outline Business Case (OBC).
3. Approve the Duty Management System (DMS) project to progress to Gate 2 (Delivery Strategy) through the preparation of an Outline Business Case (OBC).
4. Agree funding of £3.2m to be drawn from the allocated £70m in the Capital Plan for Command & Control, of which £2.4m is 2017-18 and £0.8m is 2018-19. This will fund Project teams to complete the Command & Control Project OBC.
5. Approve the transfer of £1m from the 2017/18 and £0.4m from the 2018/19 to the DMS project for the same years. The funding will cover the Project teams required to complete the DMS OBC.

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

Sue Hender

Date

4/7/17

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

Decision required – supporting report

1. Introduction and background

- 1.1. The Optimising Response Programme will provide the MPS with the opportunity to introduce new technology to the Command and Control environment. The MPS will look to implement a new Operating Model that provides a seamless command and control service which will support both the new local policing model and specialist capabilities. These changes will enable the MPS to put the public at the heart of the MPS's police response.
- 1.2. The Command and Control ICT infrastructure has evolved independently resulting in a complex platform which is expensive to support. The approaching obsolescence of multiple core solutions provides an opportunity to replace these with modern solutions offering capabilities which deliver more secure, efficient and effective service.

2. Issues for consideration

- 2.1. A more efficient Command and Control operating model supported by new technological capabilities and duties management solution will enable the MPS to meet commitments to emergency preparedness and civil contingency responsibilities, to mobilise resources and support the Police and Crime Plan.
- 2.2. Further details are discussed in the Part 2.

3. Financial Comments

- 3.1. The MPS requires capital funding of £4.6m to enable the resourcing of the Command and Control and the Duties Management Projects (£3.2m and £1.4m respectively). This funding is provided for in the capital plan 2017/18 and 2018/19.
- 3.2. Further details are discussed in the Part 2.

4. Legal Comments

- 4.1. There are no legal implications arising from this report.

5. Equality Comments

- 5.1. The transformation proposed is likely to have significant business change implications and Projects will consider equality and diversity issues. These will be explored through the detail of the projects Outline Business Cases, detailed design and selection of technology solutions. The Programme will adopt a consultative approach and ensure the Strategic Inclusion and Diversity Unit, SAMURI and relevant representative bodies are approached including trade unions and Police Federation

6. Background/supporting papers

- 6.1. Report.

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.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred ? NO

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 rational for non-publication.

Is there a **part 2** form – Yes

If yes, for what reason: EXEMPT under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011.

ORIGINATING OFFICER DECLARATION:

Head of Unit: The Chief Financial Officer has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓
Legal Advice: The MPS legal team has been consulted on the proposal.	✓
Financial Advice: The Chief Financial Officer has been consulted on this proposal.	✓
Equalities Advice: No Equality and Diversity issues identified.	✓

OFFICER APPROVAL

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 R. Lawrence

Date 27/6/17

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**OMM2020 Optimising Response Programme
Strategic Outline Business Case**

Investment Advisory Board 9th June 2017

Report by DAC Alison Newcomb on behalf of the Deputy Commissioner

EXECUTIVE SUMMARY

The MPS Optimising Response Programme will transform Command and Control and Duties Management (resource planning) Services for 2020.

These are mission critical services which enable the MPS to respond to incidents, to manage major public events and maintain our capital city policing responsibilities. The technologies which underpin these services are dated, constrain our operating model, lacks integration, are approaching end of contract and represents both operational and reputational risk, if not replaced.

The operational complexity of these services and technologies will require commensurate project resources to deliver a transformed operating model which leverages benefits available from new technological capabilities to ensure a safe, secure, effective and efficient command and control service with supporting resource management platform.

There are opportunities to explore economies of scale arising from parallel business requirements within London's blue light partners through collaboration.

A. RECOMMENDATIONS – The Deputy Mayor is invited to:

1. Approve the strategic direction of the Optimising Response Programme
2. Approve the Command & Control project to progress to Gate 2 (Delivery Strategy) through the preparation of an Outline Business Case (OBC)
3. Approve the Duty Management System project to progress to Gate 2 (Delivery Strategy) through the preparation of an Outline Business Case (OBC)
4. Agree funding of **£3.2m** to be drawn from the allocation in the Capital Plan for **Command & Control**, of which £2.4m is 2017-18 and £0.8m is 2018-19. This will fund Project teams to complete the Command & Control Project OBC.
5. Approve transfer of **£1m from the 2017/18 and £0.4m from the 2018/19** to the **Duty Management System project** for the same years (please see SOC). The funding will cover the Project teams required to complete the Duty Management System OBC.
6. Approve the proposed MPS approach to Blue Light Collaboration:
 - **Approach 1: Home Office Funded** (Police Transformation Fund 2017). The MPS has submitted a bid for £8.3m from the Police Transformation Fund (PTF) to initiate a formal Programme to work with partners to identify London's optimum blue light

Not Protectively Marked

collaboration operating model and conduct small scale testing to confirm benefits by 2020. Or;

- **Approach 2: MPS-led.** If PTF funding is not secured the MPS will seek to take this work forward through the One Met Model 2020 to identify medium-term opportunities to co-locate services to deliver efficiencies (supporting our own estates programme) and improve technology integration providing a foundation for more complex options to be designed and then adopted beyond 2020.

It is proposed that the Optimising Response Programme present a paper to Management Board in Summer 2017 once the outcome of the Police Transformation Fund Bid is known. The Board will be invited to confirm the strategic ambition to collaborate in this area, the approach to be adopted and governance across the organisations concerned.

7. Note the status of the in-flight projects within the Optimising Response programme:
 - Emergency Services Network Project, Final Business Case expected in December 2017
 - In Vehicle Mobile Application Project, Final Business Case approved in November 2016, due to commence rollout June 2017 and to complete it in March 2018.Funding for these projects will be/has been agreed through their existing business cases.

B. SUPPORTING INFORMATION

8. The current Command & Control operating model is effective but is constrained by dated technology resulting in structures and processes which do not exploit new technological capabilities to deliver efficient service. Our transformed Operating Model will set the requirements for technology and put the public, vulnerability and risk management at the heart of our response. Our transformed model will provide a seamless command and control service supporting both our new local policing model and specialist capabilities whilst seeking opportunities to contribute to the £400m savings requirement and integrating new public contact channels currently being developed within the OMM2020 Public Access Programme.
9. Critical IT systems are at, or are approaching end-of-life/contract. The Command and Control ICT infrastructure has evolved independently resulting in a complex platform which is expensive to support. The approaching obsolescence of multiple core solutions provides an opportunity to replace these with modern solutions offering capabilities which deliver more secure, efficient and effective service.
10. There is no easily accessible 'Integrated Operating Picture' that provides leaders with a unified view of demand and resource availability or performance. While there is some capability now, it is a labour intensive process that manually brings together data from a disparate sources.
11. A more efficient Command and Control operating model supported by new technological capabilities and duties management solution will enable the MPS to meet commitments to emergency preparedness and civil contingency responsibilities, to mobilise resources and to support the MOPAC Police and Crime plan objectives.

12. It is proposed that the following projects are established within the One Met Model 2020 Optimising Response Programme:

- **Command and Control project:** redesign of our command and control operating models and replacement of legacy solutions.
- **Duties Management System project:** replacement of our legacy duties management system and redesign of resource planning services.

13. The anticipated costs and benefits of these projects provided in the Strategic Outline Business Case within Part 2 of this document (authorised by the MPS Portfolio and Investment Board on 9th May 2017 for consideration and final approval by this Board).

C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS

Equality and Diversity Impact (mandatory)

14. The transformation proposed is likely to have significant business change implications and the Projects will consider equality and diversity issues. These will be explored through the detail of the project OBCs, detailed design and selection of technology solutions. The Programme will adopt a consultative approach and ensure the Strategic Inclusion and Diversity Unit, SAMURAI and relevant representative bodies are approached including Trades Unions and Police Federation.

Financial Implications / Value for Money (mandatory)

15. The financial implications and value for money considerations for the proposed projects are explored within Part 2 of this document (Strategic Outline Business Case). The Board are invited to approve release of £4.6m from the MPS Capital Plan to enable resourcing of the Command and Control and Duties Management Projects (£3.2m and £1.4m respectively) which will enable the costs and benefits of the proposed change to be confirmed with greater confidence and for an Outline Business Case to be developed for each Project.

Legal Implications (mandatory)

16. No legal implications arising from these proposed projects themselves have been identified at this time.

Consultation undertaken (mandatory)

17. The accompanying SOC was consulted upon and approved as below prior to submission to Portfolio and Investment Board May 2017. This document was also approved by the Optimising Response Programme Board in April 2017 whose membership includes representatives from the Police Federation and relevant Trades Unions. These representative bodies will continue to be consulted as the proposed Projects progress.

Risk (including Health and Safety) Implications (mandatory)

18. A summary of risks and issues is provided in the accompanying SOC (Part 2 below). Each project will maintain a risk register and escalate risk and issues through Programme governance.

Real Estate and Environmental Implications (if relevant to the subject)

19. No environmental impacts have been identified at this time. Each Project will consider the implications of design upon the MPS/MOPAC estate and opportunities presented through blue light collaboration in this subject area.

Report author: Virginie Caujolle-Pradenc, Programme Manager

Background papers:

Optimising Response – Strategic Outline Business Case (SOC)

PART 2: EXEMPT SECTION OF THE REPORT

Non-Publishable

- The Strategic Outline Business Case (SOC) is attached as an exempt appendices to this paper. Part 2 and the attached document are exempt under Elected Local Policing Bodies (Specified Information) Order 2011 (relates to critical ICT architecture) and s43 Freedom of Information Act 2000 (in relation to commercially sensitive material within). Exemption may be reviewed January 2021.
- Since the submission of the attached document to PIB the Board will be aware of national concerns regarding technology security which have arisen following widespread disruption to NHS services as a result of ransomware. The MPS has not been affected by this incident to date and our existing defences have been successful in managing this attack. However, our initial risk assessment at the time of the outbreak identified the technologies within scope of the proposed Projects as being at the highest risk due to their age and supporting XP operating system. During the weekend of the 13 and 14 May, emergency measures were taken to protect Command and Control ICT as the top priority. This adds further weight to the Case for Change and need to upgrade our command and control ICT infrastructure to ensure public confidence in the event of future external attempts at service disruption.