

REQUEST FOR DMPC DECISION – DMPCD 2015 158

Title: Investment Requests December 2015

Executive Summary:

This paper requests the approval of a number of investment decisions with an estimated multi-year value of up to £174.59m.

Recommendation That The DMPC is asked to approve:

Mobile Devices

1. The Outline Business Case which is subject to the cashable savings being more clearly defined, and the:
 - a. early release of £2.48m to allow completion of the Final Business Case
 - b. initiate and award of contract which will be subject to call for the early infrastructure requirements;
 - c. release of £855k to enable the continuation of the iPad pilot, the initial rollout of Windows and Secure External Gateway;
 - d. initiate procurement and award of a contract, subject to call in, through Crown Commercial Frameworks for the mobile apps conversion, development and integration and associated investment of £5.15m;

End User Services

2. The Final Business Case and award of contract to 7 year contract to CSC with a maximum value of £155.24m for the provision of End User Services as detailed in the attached report;

TfL Fully Funded PCSO Taskforce

3. The acceptance of additional funding from TfL of circa £5m per annum for 2 years commencing in March 2016 to fund a PCSO Taskforce and supervision made up of 100 PCSO, 8 Sergeants and 2 Support Staff;

IT Technology Upgrade

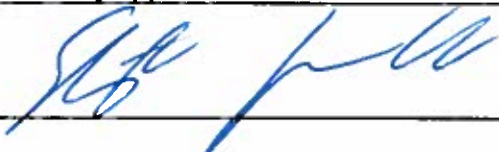
4. The request to award a contract with a value of £867k for the upgrade of CCTV technology to allow the continued provision of policing services.

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

21/12/2015

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

Introduction and background

1. In support of the Police and Crime Plan commitment to reduce costs by 20% the DMPC considers all procurement activity which in accordance with the Scheme of Delegation requires his approval.

Issues for consideration

2. The following items are to be considered for approval:

Mobile Devices

This paper is requesting approval of the Outline Business Case and investment of £8.49m which is subject to the cashable savings being more clearly defined. This investment will allow the completion of the Final Business Case, early infrastructure requirements, continuation of the iPad pilot, initial rollout of Windows and Secure External Gateway. The paper is also requesting approval to award a contract using the Crown Commercial Frameworks for the provision of the mobile apps conversion, development and integration.

End User Services

This paper is part of the Total Technology Programme Infrastructure strand. It is requesting the approval of the Final Business Case and award of a 7 year contract to CSC with a value of £155.24m for the provision of End User Services.

TfL Fully Funded PCSO Taskforce

TfL currently provide funding to the MPS towards the Roads Policing function. This paper is requesting approval to accept further funding of £10m over 2 years to provide a PCSO Taskforce and supervision made up of 100 PCSO, 8 Sergeants and 2 Support Staff. The new team will be in place from the end of March 2016.

IT Technology Upgrade

This paper is requesting approval to award a contract with a value of £867k using the Value Added Reseller for provision of services to upgrade the CCTV technology.

Financial Comments

3. The cost of the proposed contracts will be funded from within existing budgets.
4. Full details are contained in the attached reports.

Legal Comments

5. The recommendation can be lawfully approved in accordance with MOPAC Contract Regulations and EU/UK Procurement law.
6. In accordance with the MOPAC Scheme of Delegation and Consent (4.8), the DMPC must approve all requests to go out to tender for contracts that exceed £500,000.
7. Full details are contained within the reports attached.

● **Equality Comments**

8. Suppliers will be assessed prior to entering into agreements to ensure they comply with relevant legislation. It will be the responsibility of user departments to ensure that the MPS Equality and Diversity policies are adhered to through the life of the contract.
9. Suppliers may be asked to sign up to the Diversity Works for London Programme which assesses suppliers against the Equality and Diversity framework.

Background/supporting papers

10. Joint Investment Board Papers

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.

Is the publication of **this** form to be deferred? NO

If yes, for what reason:

Until what date (if known):

Is there a **part 2** form – YES

If yes, for what reason: Confidential Information

ORIGINATING OFFICER DECLARATION:

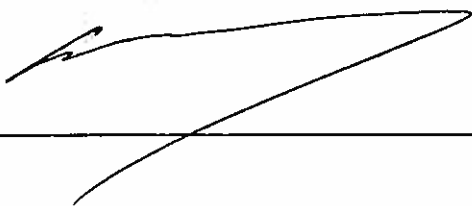
	<i>Tick to confirm statement (✓)</i>
Head of Unit: Annabel Cowell has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓
Legal Advice: The MPS legal team has been consulted on the proposal.	✓
Financial Advice: The Head of Strategic Finance and Resource Management has been consulted on this proposal.	✓
Equalities Advice: Equality and diversity issues are covered in the body of the report.	✓

OFFICER APPROVAL

Chief Operating 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 21/12/2015.

MOBILITY PROGRAMME MOBILE DEVICES OUTLINE BUSINESS CASE**JOINT INVESTMENT BOARD
17 DECEMBER 2015****Report by the Director of Digital Policing on behalf of the Deputy/Commissioner***Executive Summary*

The Mobility programme is the key enabler to mobilise the MPS, and support the MPS to transform its way of operating to become a more agile modern police force.

The Mobility Strategic Outline Case (SOC) was approved by Joint Investment Board (JIB) in January 2015 and makes recommendations on further development of Mobility initiatives required to fully mobilise the Met with up to 25,000 Tablets, up to 22,000 Body Worn Video (BWV) cameras and replace 1,200 Mobile Data Terminals (MDTs) with new devices from the in Vehicle Mobile Applications (IVMA) project.

The Mobility Taskforce looked at the further deployment of mobile technology within the MPS and the Business Benefits it would bring and reported its findings in June 2015.

In August 2015 the Mobility 'Lite' Outline Business Case (OBC) was approved by the Joint Investment Board (JIB). The OBC 'Lite' included a summary of the finding of the Mobility Taskforce and the early funding requirements prior to the agreement of the Mobile Devices OBC.

Management Board Investment and Resources on the 24th November approved the Mobility Devices Outline Business Case that presents the costs and benefit projections of the full rollout to start in December 2016 and complete in May 2017 to enable the delivery of the OMM 2020 benefits identified.

A. RECOMMENDATIONS - That the Deputy Mayor for Policing and Crime approves

1. The early funding Capital requirement of £2,482k from the revised Capital Plan for work to complete the Final Business Case and fund early infrastructure requirements
2. The initiation of procurement action and award approval for the early infrastructure requirements that will support early testing of business process change and avoid potential delay to the realisation of OMM2020 benefits
3. The early funding Revenue requirements of £855k for continuation of iPad pilot and initial Windows rollout, and Mobility SEG support.
4. The initiation of procurement action and contract award, through Crown Commercial Frameworks, for the mobile apps conversion, development and integration ahead of the Final Business Case at an estimated total value of £5.15m (Capital and Revenue for ongoing support) to spend in 2016/17, with approval of expenditure sought through the Final Business Case.
5. The recommendations of the Mobility Task force approved by Management Board Investment and Resources and endorsed by the Portfolio Delivery Design Board (PDDB).

6. The preferred option (option 3) in this Mobile Devices Outline Business Case, which includes IVMA.

B. SUPPORTING INFORMATION

1. The Mobile Devices Outline Business Case was presented to the Investment and Resources Board of 24th November and was approved.
2. Without OMM 2020 business change the savings directly attributable to mobile technology are limited, but it is worth noting that additionally the Mobile Devices enables benefits from areas that are not dependant on officer time savings, primarily from Estates, as identified by the Mobility Task force. However, dependent on work to develop the business change necessary, the potential savings identified by the Mobility Task Force are significant at full OMM implementation, for which Mobility is a critical and significant enabler. Further detail on the business change required will be incorporated into the Final Business Case.
3. The potential savings have been categorised front line, middle and back office with the indication that there can be a choice on how Front line efficiency benefits are invested or realised. Mobility Task Force benefits estimates have been used while further work continues with OMM / Smarter Working during the production of the Final Business Case.
4. The Mobile Device OBC supports the MOPAC/MPS Estate Strategy 2013-2016 for 'Better use of technology' and the CRE Estate Strategy SOP by 'enhancing the use of technology to support mobility and the ability to be less reliant on physical space'.
5. The Mobility Business case 2013 secured the funding for IVMA to replace MDT and this Outline Business Case references IVMA for completeness, as will the Final Business Case.
6. The Final Business Case to be presented for approval at the March JIB board.

C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS

Equality and Diversity Impact

1. The impact assessment has been performed for the Hammersmith and Fulham pilot. Form 6119A completed and stored with project documentation

Financial Implications / Value for Money

2. The funding requirements of the project involve purchase of tablets, building of infrastructure and development of applications, as well as ongoing support and capital refreshment. Funds required concern the project processes of project planning & management, software development, provision of infrastructure and purchasing of mobile devices.
3. The funds requested for spend in the Outline Business Case are to enable the project to progress to the Final Business Case and for the continuation preliminary rollout and pilot.

Legal Implications

DLS have not identified any immediate issues with the proposals. Capital and revenue expenditure and requests to go out to tender for contracts exceeding £500k requires final approval from MOPAC after I&R has approved in principal.

Paragraph 5.12 of the MOPAC Scheme of Delegation and Consent sets out the delegation to the DMPC to approve all requests to go out to tender for contracts exceeding £500k. Further, paragraph 5.6 of the Scheme also allows the DMPC to approve all business cases for capital and revenue expenditure exceeding £500k.

Advice on specific contractual or procurement can be sought from DLS, as and when appropriate.

Consultation undertaken

Consultation grid

Key stakeholder engagement (up to what level)	Supportive / Supportive with concerns / Not supportive / Not affected
Procurement Services	Supportive
Finance Services	Supportive
Property	Supportive
Health & Safety	Supportive

Risk (including Health and Safety) Implications

- 4. That by not progressing the pre-FBC funding requests the MPS will not properly understand the changes required to policies and business processes. Mitigated by targeted trials and controlled rollouts to new business areas
- 5. That mobile devices will not be an enabler of cashable savings through business process improvement. Mitigated by an extensive targeted trial and controlled rollout mitigates risk by enabling redesign of processes, or in an extreme case, curtailment of the programme with minimal sunk cost

Report author: Peter Hill Programme Manager Mobility

Background papers: None



Joint Investment Board – 17 December 2015

CONTRACT AWARD FOR RECOMMENDATION OF EUS SUPPLIER

Report by Director of Digital Policing on behalf of the Commissioner

EXECUTIVE SUMMARY

This paper requests approval to award a new EUS (End User Services) Contract to CSC for an initial term of 5 years with two one year extension options (5+1+1). We are asking for a contract for total value of £155.242m which includes:

1. Contract to CSC for EUS Services on a 5+1+1 year basis at an estimated total contract cost of £75.779m, comprised of £58.193m for the 5 year term, plus £17.586m for the optional two years' extension. This funding is included in the TTPI EUS Full Business Case.
 - 1.1. Provision of £1.385m for the allocation of funding to cover supplier incentives (£1.034m for the initial 5 year term and £0.352m for the optional two years' extension).
2. Additional provision in the CSC Contract on a 5+1+1 year basis for the delivery of a Tablet Service at an estimated total contract cost of £52.398m comprised of £39.507m for the 5 year term, plus £12.891m for the optional two years' extension. This is a core service included in the EUS contract, however it is dependent on funding for the provision of it, being approved through the Mobility Programme Outline Business case. Tablet service is not funded through the TTPI Full Business Case
3. Provision of £2.706m for the allocation of funding to cover delivery contingency (£2.551m for the initial 5 year term and £0.156m for the optional two years' extension).
4. Additional provision for third party contracts required for the delivery of the EUS Services, on a 5+1+1 year basis, at an estimated total £6.451m, comprised of £4.737m for the 5 year term, plus £1.714 for the optional two years' extension. This cost would either be spend with CSC directly through the novation of those contracts to CSC, or indirectly through CSC acting as a managing agent
5. Allocation of a £2m per annum provision of non-committed project expenditure through this contract (£10m for the 5 year term, plus £4m for the optional two years' extension). This is based on the sample projects value received by Bidders during BAFO, on potential projects which would be delivered in year 1 of the contract, as it was communicated with Bidders during the procurement process.
6. Provision of £1.405m for the allocation of funding to cover optional delivery of the Next Generation Desktop (NGD) project by CSC. NGD is currently being delivered by Capgemini and funding has already been approved by a separate Contract Award paper. This paper includes an option to cease NGD delivery with Capgemini and transfer it to CSC
7. Provision of £1.118m for the allocation of funding to cover optional delivery of Enhanced security services (£0.795m for the initial 5 year term and £0.322m for the optional two years' extension). The funding for this service is not included in

the TTPi Full Business Case and will need to be approved by a separate Business Case

We have also included additional elements to the provisions described above, which are required to deliver the overall scope of the EUS Tower. These include:

1. Express Route connection to the Office 365 environment which MPS will contract directly with BT. This is estimated at £0.700m, comprised of £0.500 for the initial 5 year term and £0.200m for the optional two years' extension.
2. Microsoft licenses required for the delivery of the EUS Service. This is estimated at £50.020m, comprised of £36.620m for the initial 5 year term and £13.400m for the optional two years' extension. These licenses include the CSA cost for the support of the existing Windows XP machines until they're upgraded and the renewed MS Enterprise Agreement which will include the additional licenses required for the Office 365 solution and Mobility Programme. MPS could contract for the Microsoft licenses through one of the following options:
 - 2.1. Directly with Microsoft
 - 2.2. Through the existing VAR contract with Insight
 - 2.3. Through the SIAM Supplier

The figures above include only the Microsoft elements required for the delivery of EUS Services.

The funding for the elements above is not included in the TTPi Full Business Case and will need to be approved by separate Business Cases.

CSC are one of the most experienced suppliers operating as a EUS provider. They have vast experience of working within a SIAM/Tower model both as an EUS provider, a SIAM provider and in other tower roles. As such, they have industry leading capability and understanding of operating in a multi-supplier environment and extensive experience of delivering this scale and type of solution. They understand the 'fix-first' approach to make this delivery construct a success and have committed to this approach with us.

CSC UK Limited is based at Kings Cross, London and is part of CSC global based in Virginia, USA. CSC UK is a major supplier of Consulting and IT services and they deliver to a number of leading organisations, including National Grid, National Rail, Royal Mail, NHS plus a portfolio of private sector customers. They have c.6,500 employees in the UK. CSC is a global leader of next-generation information technology (IT) services and solutions, they have locations in over 70 countries with over 70,000 professionals and in FY14/15 they reported a revenue of \$11.7billion.

CSC currently supplies a number of the services the MPS will be buying in support of over one million devices worldwide, they are using a proven and standardised approach, which will enable the MPS to benefit from economies gained from large-scale standardisation.

As approved in the Outline Business Case (OBC) the following EUS 'run' services have been procured by the TTPi (Total Technology Programme – infrastructure) Programme:

Service	Description
Managed Desktop Services	<ul style="list-style-type: none"> • Desktops – Provision and management of a fully managed desktop estate consisting of thick and thin client devices • Standalone Devices – Provision and management of devices not connected to the corporate network which includes deployment of standard build, hardware maintenance, antivirus and security patching • Mobile Devices - Provision and management of a fully managed mobile estate consisting of Laptops / Tablets / Smartphones client devices and incorporating a managed platform solution • IP Telephone Handsets – Visiting engineering service for the break fix of these devices • Directory Services –the software system that stores, organises and provides access to information in the MPS's domain to be utilised by end users and other service providers • Peripherals – A catalogue of all known peripherals, such as keyboards, screens, mice and USB sticks, and a request management process for those not on the existing catalogue • Application Introductory and Provisioning service – A service to introduce new and changed services and applications at a fixed cost and timeframe. • Collaboration services (Instant Messaging, Web Conferencing, Softphone, File Sharing) – The introduction of this capability to meet improved ways of working in the MPS. • Email services, including Remote Email – The introduction of cloud computing by introducing a Microsoft Office 365 solution. This will incorporate the migration of mailboxes and data from the existing mail solution on to the Office 365 solution • Remote Access – A new remote access solution that will enable secure access from outside of the MPS network in to the MPS backend services
Storage Services	<ul style="list-style-type: none"> • End User File Store – The ability to store sensitive data in to MPS data centres.
Local Print Services	<ul style="list-style-type: none"> • Locally attached printers – The provision and management of locally attached printers and associated consumables
Office LAN Support Services	<ul style="list-style-type: none"> • Office LAN Cabling and office LAN Switches in smaller buildings – The ability to provide engineering services to resolve issues with LAN network cabling

The CSC contract value falls within the provisions made in the OBC
The CSC deal being offered is £58.193m over 5 years, set out in the table below:

	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	Total
Core contract (CSC)							
Transition		1.881	-	-	-	-	1.881
Transformation		3.922	-	-	-	-	3.922
TUPE of non-MPS staff		0.433	-	-	-	-	0.433
Core services (incl. management team)		14.262	10.356	9.531	9.009	8.535	61.693
Exit		-	-	-	-	0.264	0.264
Total core contract (excl. provisions)		20.498	10.356	9.531	9.009	8.799	58.193
Provisions							
Supplier incentive		0.285	0.207	0.191	0.180	0.171	1.034
Delivery contingency provision	0.177	2.071	0.076	0.076	0.076	0.076	2.561
Total provisions	0.177	2.357	0.283	0.266	0.256	0.246	3.585
Total core contract incl. provisions	0.177	22.856	10.639	9.797	9.265	9.046	61.778

The CSC deal has been priced against a default MPS volume profile for all the services in scope for the EUS Tower, set out in the table below:

Service	Unit	Year 1	Year 2	Year 3	Year 4	Year 5
Desktop	managed devices	14,000	14,000	12,000	10,000	10,000
Thin client	managed devices	6,000	6,000	8,000	10,000	10,000
Laptop	Standard Laptop	1,000	1,000	1,000	1,000	1,000
Laptop	Enhanced Laptop	500	500	500	500	500
Mobile Devices	Smartphone	2,000	2,000	2,000	2,000	2,000
Fixed Phone	managed devices	29,455	29,455	29,455	29,455	29,455
Mobile Phone	managed devices	16,364	16,364	16,364	16,364	16,364
Tablet form 1	managed devices	14,000	14,000	14,000	14,000	14,000
Tablet form 2	managed devices	3,000	3,000	3,000	3,000	3,000
Tablet form 3	managed devices	3,000	3,000	3,000	3,000	3,000
Tablet form 4	iPad	700	700	-	-	-
Legacy devices	managed devices	8,000	6,000	4,000	2,000	-
User Accounts	Standard User Account	user	40,909	40,909	40,909	40,909
User Accounts	Enhanced User Account	user	4,091	4,091	4,091	4,091
Email Services	Onsite Email	accounts	45,000	45,000	45,000	45,000
Email Services	Remote Email	accounts	45,000	45,000	45,000	45,000
Instant Messaging	accounts	45,000	45,000	45,000	45,000	45,000
Web Conferencing	accounts	20,000	20,000	20,000	20,000	20,000
Softphone	accounts	20,000	20,000	20,000	20,000	20,000
File Sharing	accounts	45,000	45,000	45,000	45,000	45,000
Collaboration Storage	accounts	45,000	45,000	45,000	45,000	45,000
File Store	terabyte	49	49	49	49	49
EUS Remote Access Service	user	3,000	3,000	3,000	3,000	3,000
Ticket Management	user	45,000	45,000	45,000	45,000	45,000

In addition to the value of the contract, £1.034m to cover supplier incentive and a provision of £2.551m should be put in place to cover risks associated with:

- Delivery of Transition and Transformation within an aggressive timescale to allow the MPS to Exit Capgemini services by 4th April 2016
- Exit of the incumbent; agreement and delivery of the Capgemini plan which has to be merged with the EUS Transition plan
- Readiness of the MPS organisation and ability for ICF to execute its obligations to the SIAM and EUS towers to allow a smooth transition
- Third party contracts in scope for EUS which may not be able to be novated to CSC or the third party may refuse to do so.

The EUS Tower Supplier will provide standard corporate End User services and be able to provide, manage and maintain the full estate of devices (including non-standard devices) at all MPS locations and to all authorised MPS resources.

The MPS is seeking to move to end-to-end managed End User services that: is up to date and fully supported; offers a secure remote access solution; provides the latest collaboration technologies: voice, video, email, IM, etc; offers improved Service Levels; and will support the mobility of MPS users. Over time each of the offerings will undergo a transformation to improve the service, and a refresh will be

completed on the desktop devices, infrastructure and base operating systems. All of which were previously being upgraded through Capital projects.

The EUS will provide appropriate capability and resources to support a number of projects across the Digital Policing Portfolio which will be managed overall by SIAM. A £2m provision per annum has been included in this paper for project expenditure throughout this contract. This will be subject to a rate card that has been fixed for the five year period (and is on average 27% lower than that used with the incumbent today).

Value for Money has been assured by virtue of conducting competition via an OJEU Negotiated Procedure procurement whereby a total contract value comparison analysis has been completed and a robust analysis against the OBC, itself based on market testing and Gartner benchmarking, has been undertaken. Put in the market appraisal work we did to establish a should-cost model that was used in the OBC.

The extension options also provide the Mayor's Office for Policing And Crime (MOPAC) with complete flexibility and service continuity ahead of the time when each Tower will need to be re-competed. This will avoid a co-terminus contract expiry across all IT Services, which is currently the case with our single source Capgemini outsource services arrangement.

A. RECOMMENDATIONS - That the Director of Strategic Procurement

Approves the contract award to CSC for EUS Services for a contract of total value of £155.242, to include all the elements highlighted in the table below:

	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	Total for 5 years	FY21/22	FY22/23	Total for 7 years
Core contract (CSC) funded by TTPI FBC										
Transition		1,881	-	-	-	-	1,881	-	-	1,881
Transformation		3,922	-	-	-	-	3,922	-	-	3,922
TUPE of non-IPS staff		0,433	-	-	-	-	0,433	-	-	0,433
Core services (incl. management team)		14,282	10,356	9,531	9,009	8,535	61,693	8,706	8,880	69,278
Exit		-	-	-	-	0,264	0,264	-	-	0,264
Total core contract (excl. provisions)		20,498	10,356	9,531	9,009	8,799	58,193	8,706	8,880	75,779
Core contract (CSC) funded by Mobility										
Tablet Service		13,957	6,562	6,396	6,334	6,257	39,507	6,381	6,510	52,398
Total core contract (excl. provisions)		13,957	6,562	6,396	6,334	6,257	39,507	6,381	6,510	52,398
Total core contract (excl. provisions)		34,456	16,918	15,927	15,343	15,056	97,700	15,087	15,390	128,177
Provisions										
Supplier incentive provision for core contract funded by TTPI										
FBC		0,285	0,207	0,191	0,180	0,171	1,034	0,174	0,178	1,386
Delivery contingency provision		0,177	2,071	0,076	0,076	0,076	2,551	0,077	0,079	2,706
Total provisions		0,177	2,356	0,283	0,256	0,246	3,584	0,251	0,256	4,092
Total core contract incl. provisions		0,177	36,812	17,201	16,193	15,303	101,285	15,338	15,646	132,269
Optional elements										
Non-committed project expenditure		2,000	2,000	2,000	2,000	2,000	10,000	2,000	2,000	14,000
Optional Delivery of NGD		1,277	-	-	-	-	1,277	-	-	1,277
NGD Delivery risk provision		0,128	-	-	-	-	0,128	-	-	0,128
Enhanced security services		0,013	0,157	0,157	0,157	0,157	0,796	0,160	0,163	1,116
Third Party contracts		1,309	0,857	0,857	0,857	0,857	4,737	0,857	0,857	6,451
Total optional elements		0,013	4,870	3,013	3,013	3,013	16,937	3,017	3,020	22,974
Total contract		34,633	41,583	20,214	19,207	18,316	118,222	18,355	18,666	155,242