

DMPC Decision – PCD 987

Title: Indecent Images of Children (IIOC) Project: Child Abuse Image Database (CAID)

Executive Summary:

This paper seeks approval for the capital investment of £864,000 over two financial years for the improvement of connectivity to the Child Abuse Image Database (CAID). The improved connectivity will allow teams to view referrals on the CAID database from external agencies; directly view and corroborate intelligence; and upload intelligence gathered to be shared across all UK forces. There will be a further revenue cost of £215,000 over five years for service and maintenance. The capital costs will be met from existing capital programme provision (£740,000) and a contribution from the Home Office (£124,000). The revenue costs will be from within existing Metropolitan Police Service (MPS) budgets.

Recommendation:

The Deputy Mayor for Policing and Crime is recommended to:

1. Approve £864,000 capital over two financial years to deliver a High Speed connection between MPS and the CAID data centre with internal connectivity and hardware, of which:
 - £500,000 is within the current capital programme
 - £240,000 is additional and will be contained and managed within the overall existing Transformation Directorate capital programme.
 - £124,000: from the Home Office as a direct procurement to the supplier for a High Speed Line
2. Approval to commit £215,000 revenue for maintenance costs over five financial years (£43,000 per annum), of which:
 - £43,000 (2021/22) from Indecent Images of Children (IIOC) project revenue; and
 - £172,000 (2022/23 to 2025/26) from Digital Policing revenue

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

Edue Warden

Date

01/06/2021

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

1. Introduction and background

- 1.1. The MPS report that the current connectivity between MPS sites and the national Child Abuse Image Database (CAID) is not fit for purpose and is approaching the end of its operational life.

2. Issues for consideration

- 2.1. The proposed investment will contribute to the MOPAC Police and Crime Plan 2017-21 as “Connectivity to CAID will ensure improvements to policing London by protecting the most vulnerable and tackling some of the most harmful crimes including child sexual exploitation and rape.”
- 2.2. The current arrangements are sub-optimal and are resulting in a growing backlog of referrals.
- 2.3. This proposal will address both the poor connectivity for the existing teams at Empress State Building and Lambeth, and provide full access to CAID for locally based Online Child Sexual Abuse and Exploitation (OCSAE) teams.
- 2.4. The implementation of the local (OCSAE) teams has improved the quality of Indecent Images of Children (IIOC) investigations and the ability to process national referrals in line with recommendations made by Her Majesty’s Inspectorate for Constabulary and Fire & Rescue Services (HMICFRS). This proposed investment will remove the current manual workarounds and improve efficiency.
- 2.5. The investment will also future proof the system in respect of a proposed national change in the process to allocate work through CAID.

3. Financial Comments

- 3.1. The capital investment required is estimated at £864,000 over two financial years. The capital costs will be funded from within the existing approved MPS capital programme (£740,000) and from a contribution from the Home Office (£124,000).
- 3.2. The revenue costs in 2021/22 of £43,000 relate to the project implementation costs and will be funded from the existing budget set aside for this. The on-going annual service and maintenance costs of £43,000 will be met from the existing Digital Policing revenue budget.

4. Legal Comments

- 4.1. Under the Police Reform and Social Responsibility Act 2011 (“2011 Act”) MOPAC may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of the Office which includes entering into contracts and other agreements (whether legally binding or not).

4.2. 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.

5. Commercial Issues

5.1. The procurement by the Home Office of the high speed link is via the Public Services Network in Policing Agreement (PSNP) which the MPS confirm as a compliant route to market.

5.2. The procurement of the remaining hardware, installation and extending the connectivity will be through the existing compliant commercial agreements under the Service Integration and Application Management (SIAM) Tower Agreement.

6. GDPR and Data Privacy

6.1. MOPAC will adhere to the Data Protection Act (DPA) 2018 and ensure that any organisations who are commissioned to do work with or on behalf of MOPAC are fully compliant with the policy and understand their GDPR responsibilities.

6.2. The MPS report that “Access and the use of CAID is already in existence within the MPS and widely use within the CSC OCSAE team and Forensics Services in accordance with existing MPS investigative policy and procedures and existing agreements with third parties or external partners. The IIOC Project will therefore not deliver any new or novel technology but to widen CAID accessibility to Frontline Policing. The IIOC Project will not receive, process or store any personal data which relates to CAID in terms of personal details of individuals, special categories of personal data. All personal data will be received and processed within accordance of existing MPS investigative policy and procedures or within existing agreements with third parties or external partners, which is not part of the project but Business as Usual”

7. Equality Comments

7.1. MOPAC is required to comply with the public sector equality duty set out in section 149(1) of the Equality Act 2010. This requires MOPAC to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations by reference to people with protected characteristics. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

7.2. The MPS has confirmed that the delivery of the system will not impact on equalities and diversity.

8. Background/supporting papers

- Appendix 1 Indecent Images of Children (IIOC) Project: Child Abuse Image Database (CAID) Business Justification

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 – NO

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 Commercial issues are covered in the body of the report.	✓
GDPR/Data Privacy GDPR compliance issues are covered in the body of the report	✓
Drafting Officer Alex Anderson has drafted this report in accordance with MOPAC procedures.	✓
Director/Head of Service: The Chief Finance Officer and Director of Corporate Services 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

Handwritten signature in blue ink, appearing to read "Sean Hutchford".

Date 25/05/2021



MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Indecent Images of Children (IIOC) Project: Child Abuse Image Database (CAID) Business Justification

MOPAC Investment Advisory & Monitoring meeting May 2021

Report by DAC Amanda Pearson 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

This Business Justification concerns the provision of the Child Abuse Image Database (CAID) to the Online Child Sexual Abuse and Exploitation (OCSAE) Teams. A business critical system which allows the teams to view referrals on the CAID database from external agencies; directly view and corroborate intelligence; and upload intelligence gathered to be shared across all UK forces.

The project requires approval from the Portfolio & Investment Board (PIB) and the Investment Advisory & Monitoring Meeting (IAM) to spend £864k capital over two financial years and £215k maintenance costs over five financial years (£43k per annum), to improve existing CAID connectivity and expand access to the recently set up local OCSAE teams.

Recommendations

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

1. **Approve £864k capital over two financial years** to deliver a High Speed connection between MPS and the CAID data centre with internal connectivity and hardware, of which:
 - £500k is within the current capital programme.
 - £240k is additional and will be included in the 2021/22 Q2 forecast. This additional capital will be contained and managed within the overall existing TD capital programme.
 - £124k: from the Home Office as a direct procurement to the supplier for a High Speed Line (an order has been placed with an agreement, in principle, subject to PIB approval).
2. **Approval to commit £215k revenue for maintenance costs over five financial years** (£43k per annum), of which:
 - £43k (FY21/22) from Indecent Images of Children (IIOC) project revenue; and
 - £172k (FY22/23 to FY25/26) from DP revenue for existing connection offset against new costs.

Time sensitivity

A decision is required from the Deputy Mayor by 28/05/2021. This is because current infrastructure limitations have resulted in unsustainable manual workarounds and a considerable backlog of work posing high reputational risks to the organisation. In order to resolve the issue MPS have accepted an offer, in principle, from the Home Office to directly procure a high speed connection to CAID and committed to support and maintenance charges for the duration of the contract; subject to MOPAC approval. Approval will allow the project team to be mobilised and work to prepare for installation of the high speed line in-line with the supplier's current lead time to mitigate and reduce the risks at the earliest opportunity.

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

Introduction and background

3. To ensure the Metropolitan Police Service (MPS) is able to continue to meet our commitment to effectively investigate Indecent Images connectivity to the national Child Abuse Image Database (CAID) is required. Current connectivity to sites, at Empress State Building (ESB) and Lambeth, is not fit for purpose and the infrastructure will become end of life during 2021. In addition connectivity is required to locally based Online Child Sexual Abuse and Exploitation (OCSAE) teams to complete delivery of the Indecent Images of Children (IIOC) project and allow the full benefits of the project to be realised.
4. The IIOC Project has established locally based OCSAE Teams with frontline policing allocated funding during FY19/20 and FY20/21. The set-up of these units has seen a significant improvement to the quality of IIOC investigations and the ability to process national referrals in line with recommendations made by Her Majesty's Inspectorate for Constabulary and Fire & Rescue Services (HMICFRS). However, without full local access to CAID manual workarounds are in place reducing the efficiency of OCSAE teams.
5. In January 2020 set up of CAID in the local OCSAE teams was brought into scope with £500k capital funding. However, it was not deemed cost effective to set up new connectivity without resolution of the issues with the main CAID connection. As a result Programme 16, Strengthening Local Investigation Capability, agreed to further extend the IIOC project scope in December 2020 to upgrade the current link to support the estimated traffic from the existing connections in addition to providing new connections to the local teams.

Issues for consideration

1. Due to the current infrastructure limitations unsustainable manual workarounds are in place which has resulted in a considerable backlog of work and high reputational risks to the organisation.
2. After considerable attempts to resolve current connectivity issues the Home Office has offered to directly procure the hardware, through a direct award under the Public Services Network in Policing Agreement (PSNP) at a cost of £124k, on the proviso that the order is placed by end FY20/21 and with MPS commitment to support and maintenance charges for the duration of the contract; agreement has

been made, in principle, with the Home Office and an order has been placed subject to PIB and MOPAC approval.

3. Digital Policing have committed to include the support and maintenance within the existing connectivity budget, at a cost of £43k per annum, where savings have been identified to be offset with the new costs.
4. When considering this case the reader should be aware of the following:
 - Access to the National CAID system is business critical to all OCSAE Teams (central and local) and the Digital, Communications and Cyber (DCC) Lab.
 - Currently the MPS have access to CAID through the Central Specialist Crime OCSAE team in ESB where a team of 80 officers and staff deal with the highest risk referrals supporting the entire MPS but an unreliable connection is resulting in a growing backlog.
 - Additionally MO4, Forensics Digital, Communications and Cyber (DCC), have access to CAID at Lambeth to download the latest dataset, enabling them to update their tools and triage packs. Due to technical limitations there is currently a heavier reliance on Central OCSAE through a manual process.
 - The IIOC project have installed standalone CAID machines in the local OCSAE teams as an interim measure but these require regular maintenance putting a greater strain on the central OCSAE team;
 - In the future officers will not be able to access national referral work due to a planned change in the process to allocate work through CAID.
 - The current constraints cause delays in investigations and potential missed opportunities to safeguard children.
 - Estates work has been completed within the scope of the IIOC project to ensure secure accommodation in BCUs to satisfy the requirements to access CAID.

Contributes to the MOPAC Police & Crime Plan 2017-2021¹

1. Connectivity to CAID will ensure improvements to policing London by protecting the most vulnerable and tackling some of the most harmful crimes including child sexual exploitation and rape.

Financial, Commercial and Procurement Comments

1. Total £864k capital spend over two financial years

- a. Connectivity between the MPS and CAID will be through Home Office procurement of a high speed link under the Public Services Network in Policing Agreement (PSNP); a compliant route to market at a cost of £124k. An order has been placed with an agreement, in principle, subject to MOPAC approval.
- b. To complete the full set up and installation, including hardware and extending CAID connectivity to the 12 local OCSAE teams, existing DP commercial agreements under the Service Integration and Application Management (SIAM) Tower Agreement will be used with no uplift to existing contracts. Total spend is £740k; £500k within the current capital programme and an additional £240k will be included in the 2021/22 Q2 forecast and contained and managed within the overall existing TD capital programme.

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

2. Total £215k revenue for maintenance costs over five financial years

Annual Service and maintenance charges are fixed at £43k per annum:

- Service and maintenance charges for under the DP SIAM Towers network equipment £4k/annum;
- Service and maintenance charges under the Public Services Network in Policing Agreement for the high speed link £34k/annum; and
- Service and maintenance charges under the DP SIAM Towers for End User Services £5k/annum.

£43k (FY21/22) from Indecent Images of Children (IIOC) project revenue; and £172k (FY22/23 to FY25/26) from existing connection offset against new costs.

Legal Comments

1. MOPAC is a contracting authority for the purposes of the Public Contracts Regulation 2015 (as amended) and it is necessary that all relevant procurement decision are made in compliance with those regulations.
2. All internal infrastructure work will be let through two existing MOPAC contracts: the Network Tower Agreement and the Service Integration and Application Management Tower Agreement. These two existing MOPAC contracts are fully compliant with legal requirements, including Equality Law, and MPS legal advisors confirmed this during contract review prior to contract award.
3. MPS Directorate of Legal Services confirmed that provided that the Public Services Network in Policing Agreement permits call-offs of the type envisaged and the provision of services to MOPAC.
4. As defined in the PSNP Call-Off contract, Appendix 1, the Metropolitan Police Service (MPS) are an Indirect Customer to the PSNP contract and can therefore call-off Goods and Services from the PSNP contract.

Equality Comments

1. The MPS Public Sector Equality Duty & Equality Impact Assessment Tactical Policy Advisor has confirmed that the delivery of this system will not impact Equality and Diversity.

Privacy Comments

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.
2. Under Article 35 of the General Data Protection Regulation (GDPR) and Sections 57 and 64 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.
3. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the project meets its compliance requirements.
4. A DPIA has been completed for Network Tower WAN services. The project will ensure a privacy by design approach, which will allow the MPS to find and fix problems at the early stages of any project, ensuring compliance with GDPR or the Law Enforcement Directive (LED). DPIAs support the accountability principle,

as they will ensure the MPS complies with the requirements of GDPR or the LED and they demonstrate that appropriate measures have been taken to ensure compliance.

5. A DPIA was completed for the IIOC project in February 2020. The project will ensure a privacy by design approach, which will allow the MPS to find and fix problems at the early stages of any project, ensuring compliance with GDPR. DPIAs support the accountability principle, as they will ensure the MPS complies with the requirements of GDPR and they demonstrate that appropriate measures have been taken to ensure compliance.
6. An amendment was made in August 2020 to cover CAID stating “Access and the use of CAID is already in existence within the MPS and widely use within the CSC OCSAE team and Forensics Services in accordance with existing MPS investigative policy and procedures and existing agreements with third parties or external partners. The IIOC Project will therefore not deliver any new or novel technology but to widen CAID accessibility to Frontline Policing. The IIOC Project will not receive, process or store any personal data which relates to CAID in terms of personal details of individuals, special categories of personal data. All personal data will be received and processed within accordance of existing MPS investigative policy and procedures or within existing agreements with third parties or external partners, which is not part of the project but Business as Usual.”

Real Estate Implications

1. Estates work has been completed within the scope of the IIOC project to ensure secure accommodation in BCUs to satisfy the requirements to access CAID; no further work is required.

Environmental Implications

1. Delivery of CAID has no impact on the Mayor’s London Environment Strategy².

Background/supporting papers

1. Not Applicable.

Report author: Victoria Smith, Transformation (P16) Programme Manager 07880 441689

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

Not Applicable.

² <https://www.london.gov.uk/WHAT-WE-DO/environment/environment-publications/draft-london-environment-strategy>

Business Justification

Indecent Images of Children (IIOC) Project: Child Abuse Image Database (CAID) Business Justification March 2021

Freedom of Information Act Publication Scheme	
Protective Marking	Official - Public
Publication Scheme Y/N	No
Title	Indecent Images of Children (IIOC) Project: Child Abuse Image Database (CAID) Business Justification
Version	1.3
Summary	Request approval to undertake delivery of the national CAID system to ensure access for all BCU OCSAE at a total cost of £864k capital and annual maintenance cost of £43k pa (£215k over 5 years)
(B)OCU or Unit, Directorate	Transformation Directorate
Run/Change	P16 – Strengthening Local Investigation Capability
Author	Vicky Smith, P16 Programme Manager
Date Issued	9 April 2021

Purpose of this document

This is the standard MPS template for the production of business cases where a business decision is required by departmental COGs, corporate or project/programme Boards. Although it follows a broadly similar structure, it is distinct from the SOP/SOC/OBC/FBC templates which are only used as part of the MOPAC/MPS Investment Appraisal process to pass through the required 'Gates'. This template should be used for all other business decisions which require management or corporate approval, in particular where a number of options are available for achieving the required outcome or funding considerations apply. It is designed to ensure that all relevant considerations are taken into account when significant business decisions are required.

Document edit history

Version	Date	Additions/Modifications	Prepared/Revised by
Version 0.1	04 February 2021	First draft for review by project team and DP	Vicky Smith
Version 0.2	10 February 2021	Updated draft to include comments from DS Michael Daly, IIOC Project, Scott Starkey, DP Networking team and Dan Moore, DP Business Analyst	Vicky Smith
Version 0.3	15 February 2021	Updated following comments from DP, Finance and Commercial	Vicky Smith
Version 0.4	16 February 2021	Comments incorporated from DP Service Delivery	Vicky Smith & Simon Clarke
Version 0.5	24 February 2021	Commercial clarification of contractual term/DP clarification of support and resource costs	Vicky Smith
Version 0.6	26 February 2021	Updated following comments from Finance Business Partners	Vicky Smith
Version 0.7	03 March 2021	Minor amends made for points of clarification	Vicky Smith
Version 0.8	05 March 2021	Additional comments on business criticality and impact included	Vicky Smith & DSU Helen Flannagan
Version 0.9	10 March 2021	Amendment to financial case table separating additional funding required	Vicky Smith
Version 0.10	17 March 2021	Updated and length reduced following feedback from Assurance Board	Vicky Smith
Version 1.0	22 March 2021	Legal comment included and version 1.0 produced for PIB	Vicky Smith
Version 1.1	31 March 2021	Minor updates following PIB Delegated Authority meeting	Vicky Smith
Version 1.2	07 April 2021	Finance tables updated by Finance Business Partner	Jacqui Jackson
Version 1.3	09 April 2021	Marked changes from version 1.0	Vicky Smith

Internal consultation and assurance

The following people have either:

- assured this proposal as subject experts, by considering its impact on their area of expertise; or
- been consulted as a representative of a part of the organisation affected by the proposal.

Their opinions have been incorporated in the paper.

Directorate / Dept.	Name & Job Role	Rank / Grade	Date Assured
CSC OCSAE	Nathan Munson, Central Specialist Crime	DCI	11/02/2021
Procurement Services	Sian Pooley, Category Manager James Brown, Commercial Director	Consultant Band S1	15/02/2021 12/02/2021
Digital Policing (DP)	Simon Clarke, DP Business Partner Matt Simmons, Head of Networks Cindy Meunier, DP Solution Delivery	Band S Band S1 Contractor	16/02/2021 15/02/2021 15/02/2021
Finance Business Partnering	Swati Khare-Zodgekar, Strategic Finance Business Partner – frontline policing Jacqui Jackson, Strategic Finance Business Partner – Transformation Raheel Mushtaq, Strategic Finance Business Partner – DP Michael Killoran, , Strategic Finance Business Partner – DP	Band S1 Band S Contractor Band S1	11/02/2021 25/02/2021 24/02/2021 26/02/2021
Business Change & Diversity	Bridget Graaff, Business Change Specialist	Band B	16/02/2021
Integrated Design & Architecture	Patrick Kerton, Business Design Specialist	Band C	16/02/2021
Property Services Department	Carolyn Couch, Environment and Sustainability	Band C	18/03/2021
Directorate of Legal Services	Mark Bassett, Solicitor	Band J3	18/03/2021

1 Decisions Required

This Business Justification concerns the provision of the Child Abuse Image Database (CAID) to the Online Child Sexual Abuse and Exploitation (OCSAE) Teams. A business critical system which allows the teams to view referrals on the CAID database from external agencies; directly view and corroborate intelligence; and upload intelligence gathered to be shared across all UK forces.

The project requires approval from the Portfolio & Investment Board (PIB) and the Investment Advisory & Monitoring Meeting (IAM) to spend £864k capital over two financial years and £215k maintenance costs over five financial years (£43k per annum), to implement the CAID system. Detailed as follows:

- Approval to spend **£864k capital**, of which:
 - £500k is within the current approved capital programme.
 - £240k is additional and will be included in the 2021/22 Q2 forecast. This additional capital will be contained and managed within the overall existing TD capital programme.
 - £124k from the Home Office as a direct procurement to the supplier for a High Speed Line (an order has been placed with an agreement, in principle, subject to PIB approval).
- Approval to spend **£215k revenue** for support and maintenance charges, of which:
 - £43k (FY21/22) from Indecent Images of Children (IIOC) project revenue; and
 - £172k (FY22/23 to FY25/26) from DP's current revenue budget, (existing connection budget offset against new costs).

The key issues to take into account are:

- Access to the National CAID system is business critical to *all* OCSAE Teams (central and local) and the Digital, Communications and Cyber (DCC) Lab.
- The IIOC Project has established locally based OCSAE Teams with frontline policing allocated funding FY19/20 (£1.8m) and 20/21 (£5.2m). The set-up of these units has seen a significant improvement to the quality of IIOC investigations and MPS's ability to process national referrals in line with recommendations made by Her Majesty's Inspectorate for Constabulary and Fire & Rescue Services (HMICFRS). However, access to CAID will allow the full benefits to be realised.
- On 6th January 2020 the Portfolio Management Group (PMG) approved the move of the CAID project from Programme 4 to within the scope of the IIOC project alongside £500k capital funding.
- Current connectivity to Metropolitan Police Service (MPS) sites, at Empress State Building (ESB), and Lambeth, is not fit for purpose and the infrastructure will become end of life during 2021.
- Despite considerable work between the MPS and the Home Office it has not been possible to resolve issues with the current CAID connection nor to secure funding for a replacement line which has resulted in a considerable backlog of work; unsustainable manual workarounds are in place resulting in high reputational risks to the organisation.
- The Programme 16, Strengthening Local Investigation Capability, board agreed a change in scope in December 2020 to upgrade the current link to support the estimated traffic from the existing connections and provide new connections to the BCUs.
- The Home Office has offered to directly procure the hardware at a cost of £124k required for MPS connectivity to CAID on the proviso that the order is placed by end FY20/21; agreement has been made, in principle, with the Home Office subject to PIB approval.
- Estates work has been completed within the scope of the IIOC project to ensure secure accommodation in BCUs to satisfy the requirements to access CAID.

2 Strategic Case

Programme 16; Strengthening Local Investigation Capability

The Met Direction Strategy 2018 – 2025 outlines the MPS mission and vision to excel operationally and deliver a quality service to the public. The Mayor's priorities outlined in the MOPAC's Police and Crime Plan 2017-21 are to improve the basis of policing in London, which means improving our neighbourhood policing response by putting community policing at the heart of our efforts, and protect the most vulnerable, by tackling some of the most harmful crimes such as domestic abuse, child sexual exploitation and rape.

Programme 16 delivers improvements in local policing aligned to the Met Direction and MOPAC Police and Crime Plan. It also contributes to the MPS Public Protection Improvement Plan (PPIP) which was developed in response to the National Vulnerability Action Plan's (NVAP) and takes into consideration HMICFRS recommendations. The IIOC project sits within the governance of P16; delivery of CAID is a workstream within the IIOC Project.

Child Abuse Image Database (CAID)

CAID was developed by the Home Office and went live in December 2014 and was rolled out across UK police forces and the National Crime Agency (NCA) the following year. CAID is hosted and supported by West Yorkshire Police it is accessed via secure infrastructure over the Public Services Network (PSN) approved by the National Police Risk Management Team (NPRIMT). National Police Chiefs' Council (NPCC) is responsible for CAID data alongside Police Scotland and Police Service of Northern Ireland.

CAID catalogues Child Sexual Abuse and Exploitation (CSAE) images and videos to provide a resource for investigators in the UK to collaborate and share intelligence. The database increases efficiency and reduces caseload for officers so they can focus efforts on reviewing new evidence to identify perpetrators and victims. CAID has also had positive effects on police personnel mental health by reducing the amount of disturbing content that has to be reviewed to solve a case.

MPS Access to CAID

Currently the MPS have access to CAID through the Central Specialist Crime OCSAE team in ESB where a team of 80 officers and staff deal with the highest risk referrals supporting the entire MPS.

Additionally MO4, Forensics Digital, Communications and Cyber (DCC), have access to CAID at Lambeth to download the latest dataset, enabling them to update their tools and triage packs. Due to technical limitations there is currently a heavier reliance on Central OCSAE through a manual process.

CAID is used by the MPS for:

- Viewing referral images/intel directly and during an investigation to corroborate and develop intelligence;
- Interrogating the full suite of intelligence functions to identify and safeguard victims of Child Abuse;
- Downloading the latest CAID hash sets - a list of known images that several applications, used by MPS users, which can be utilised to automatically detect known IIOC images; and
- Uploading intelligence gathered during the grading process to allow sharing and collaboration with UK forces.

MPS OCSAE investigations currently process around 156 million images during the 'viewing and grading' process per year broken down by:

- 72% BCU OCSAE Investigation Teams (equating to 6% per BCU OCSAE Team);
- 18% Central OCSAE investigation Teams; and
- 10% Frontline policing (this includes the work of Jigsaw, investigations into Youth Produced Sexual Images (YPSI) and when IIOC are discovered during the course of any investigation).

Due to the constraints with the current connection a three year back log of work requiring upload to CAID has accumulated.

The Transformation Indecent Images of Children (IIOC) Project

The IIOC project sits within Programme 16, Strengthening Local Investigation Capability. The objectives of the IIOC project are to deliver outputs and capability to:

- Transform the MPS performance in protecting children from the threat of online abuse and exploitation generated by the demand for IIOC;
- Transform the MPS performance in bringing IIOC offenders to justice;
- Create a dedicated workforce in every BCU, with the right skills, equipment, training and support to conduct IIOC investigations;
- Increase public, partners and regulatory bodies confidence in the MPS such that the capability and leadership is in place to deliver and sustain the transformation; and
- Recognise IIOC investigation as a specialist discipline within the Public Protection profession, with appropriate local and central governance and ownership.

Delivery of CAID is within the scope of this project, referenced in the design signed off by the Business Design Authority in November 2019, as an enabler to fully achieve the objectives and realise benefits.

12 BCU OCSAE teams went 'live' in January 2020 and the IIOC project is due to close in April 2021 following completion of Estates work and delivery of business change through specialised training; specialist equipment and facilities; and welfare support to officers conducting IIOC investigations.

At present all CAID processes are carried out at ESB but an unreliable connection is resulting in a growing backlog. The MPS have been working with the Home Office over recent years but due to aging infrastructure it has not been possible to resolve issues nor to secure funding for a replacement line. The BCU OCSAE teams do not currently have the ability to upload to or view CAID at the BCU sites so manual workarounds are in place. In the future officers will not be able to access national referral work due to a planned change in the process to allocate work through CAID. The current constraints cause delays in investigations and potential missed opportunities to safeguard children.

Therefore, there is a requirement to enable full connectivity and wider access to CAID, as a business critical system, to mitigate operational risks and fully realise the benefits of the IIOC project.

3 Economic Case

Benefits

The following quantitative, non-cashable, benefits have been identified by the IIOC project and will be reported through Programme 16:

1. Reduced level of organisational risk;
2. Increased effectiveness of investigations relating to IIOC offences;
3. Increased Staff Satisfaction for Specialist OCSAE Investigation Teams; and
4. Increased efficiency across Frontline Policing.

Without the CAID in the BCU OCSAE Teams the ability to realise the above benefits will be limited. Furthermore any benefits realised will reduce when the NCA change the tasking referrals process.

Operational Risks

CAID is National Policing System provided by the Home Office and is the *only* service available that will meet the business requirement and mitigate the following operational risks:

- In the future BCU OCSAE Teams will not be able to receive nationally referred casework;
- Following the introduction of BCU OCSAE teams efficiency savings are limited, in both the CSC Central of BCU OCSAE teams, due to the additional support having to be provided by the Central Teams whilst conducting investigations or maintaining the core IT used by the teams.
- Current support for standalone CAID machines is limited and resources are not able to continue; a preferred model will be to incorporate CAID into the DP enterprise support solution.
- OCSAE teams are unable to reliably update MPS systems with the latest CAID hash sets which increases the risk that intelligence may be missed and decreases the efficiency of OCSAE investigations this will prevent MPS delivering strategic objectives.
- Without access to CAID there is a greater risk of missing victim ID's, or delaying victim ID's, which prevents the MPS to safeguard vulnerable children in line with strategic objectives.

Delivery Options

Connectivity to CAID needs to be fit for current and future volumes. At the December P16 Board consideration was made regarding the connectivity options:

- 1) Install a single line that will meet the estimated capacity for BCUs; or
- 2) Install a high speed link into a Data Centre with greater capacity which can be turned on as demand increases¹ for both the BCU volume and the existing connections which are not fit for purpose. It is assumed for the x14 site access, existing WAN connectivity will be utilised.

The Board accepted option two on the basis that this will provide a future proof solution.

¹ Costs based on demand calculated on current forecasts; if demand increases beyond the capacity proposed additional costs will be incurred subject to approval. Estimate Dec 2020 : £500 admin fee plus £1500 revenue per 1Gbps increase.

4 Commercial Case

Procurement Strategy

The objectives of the procurement strategy are to:

- Obtain the best value pricing for MPS CAID Requirements;
- Deliver CAID to the BCU OCSAE teams and upgrade existing connectivity at ESB and Lambeth;
- Award a contract that complies with Public Procurement Regulations; and
- Provide a contract with the commercial flexibility to maintain an operational service.

High Speed Link

There were three potential routes to market options available for the procurement of the CAID high speed link:

- Option A: (Recommended) The Home Office will directly award under the Public Services Network in Policing Agreement (PSNP) to Vodafone via an agreed CCN which includes the MPS commitment to support and maintenance charges for the duration of the contract;
- Option B: OJEU Competition;
- Option C: Crown Commercial Framework.

Options Analysis

Option A (Recommended): A compliant route to market for this procurement by the Home Office as a Direct Award under Public Services Network in Policing Agreement. A CCN will be agreed between the Home Office, Vodafone and MPS;

Option B: A full MPS OJEU tendering exercise process would increase timeframes and costs for the procurement process which, due to the low spend, would not be value for money and give no benefit over Option 1 as pricing received via Supplier Service Offering is recognised as competitive in the marketplace by Gartner.

Option C: The Home Office is planning to procure Delivery Partner services, via the Crown Commercial Service (CCS) Digital Outcomes and Specialists 4 (DOS 4) Framework, Lot 2 Outcomes and the competition is planned to start in early January 2021. Contract award is anticipated to be in early April 2021 which will delay the ordering process and prevent acceptance of the Home Office offer costing the MPS in excess of an additional £124k.

Value for Money

The Home Office has procured a proportion of the capital investment required for MPS connectivity to CAID, £124k, on the proviso that the money is spent by end FY20/21; an offer accepted by the MPS, in principle, subject to PIB agreement and supported by continuation of support and maintenance charges currently incurred for the existing line offset to cover the future £34k per annum cost.

Proposed Charging Mechanisms

The expected charging mechanisms to the MPS for the contract are expected to be primarily on an Installation, Line cost and Annual Service and maintenance charges.

Proposed Contract Lengths

Contract length will be for an initial period of 3 years with an optional extension of 12 months allowing for 12 months implementation and up to 24 months usage. Future procurements and route to market will be subject to a best value assessment including using the Pegasus Contract.

CAID Set up and implementation

To deliver CAID to the 12 BCU OCSAE teams and utilise the existing WAN connectivity at ESB and Lambeth the following is required using the existing DP commercial agreements – no uplift to existing contracts is required:

Item	Cost £/k	Supplier/Procurement Route
Staffing	200	
High Speed Link (HSL)	124	Public Service Network for Policing Framework (PSNP) ²
DXC costs inc. CAID PCs (*12 for BCUs only) & peripherals	192	DP End User Support (EUS) Tower agreement
BT costs inc. Connect HSL into MPS Network (BTNTA001031)	75	DP Networks Tower agreement
ATOS — Service Acceptance Board, Knowledge articles, etc (9000829215)	45	DP Service Integration and Management (SIaM)
ITHC (IT Health Check) & AT (Acceptance Testing) testing	30	DP Service Integration and Management (SIaM)
Keysource	10	Data Centre IMAC's (Installations, Moves and Changes)
Project implementation risks contingency (see management case) – 10%	66	
Discovery and scoping	122	(Costs already incurred by Digital Policing)
Total	864	Includes £352k estimated spend with existing DP SIAM Tower suppliers

Annual Service and maintenance charges are fixed at £43k per annum; this is broken down as shown:

- Service and maintenance charges for under the DP SIAM Towers network equipment £4k/annum;
- Service and maintenance charges under the Public Services Network in Policing Agreement for the high speed link £34k/annum; and

² Connectivity to CAID is via secure infrastructure over the Public Services Network (PSN) approved by the National Police Chiefs' Council (NPCC) and National Police Risk Management Team (NPRIMT). This connectivity is provided by a selected supplier, Vodafone, through the PSN in Policing (PSNP) procurement framework.

- Service and maintenance charges under the DP SIAM Towers for EUS equipment £5k/annum.

Personnel Implications (including TUPE)

It is anticipated that the TUPE – Transfer of Undertakings (Protection of Employment) Regulations 1981 or 2006 will not apply to this investment.

Delivery of CAID will improve the capability of the OCSAE teams making their roles easier and more efficient.

5 Financial Case

CAPITAL Funding

In order to deliver the core connectivity to CAID total Capital funding required is £864k spread across two financial years.

The Funding sources for the £864k capital requirement are:

- TD Capital Plan** - £500k is within the current capital programme, of which £122k has been spent in 2020/21- residual will be carried forward to 2021/22.
 The remaining additional £240k, will be included in the 2021/22 Q2 forecast. This additional capital will be contained and managed within the overall existing TD capital programme.
- Home Office Funding:** The Home Office have ordered a high speed link to the CAID data centre on behalf of the MPS at a cost to the Home Office of £124k. Upon delivery, the ownership and responsibility for ongoing revenue costs will be transferred to the MPS. These costs @ £34k per annum, will be managed in 2021/22 project revenue and thereafter within the existing DP revenue budget.

The table below shows capital funding sources and breakdown over the financial years.

CAPITAL costs £/k	2021/22	2022/23	Total
Capital funding sources:			
- Transformation Capital Budget	122 ³	378	500
- Home Office	124		124
Total capital funding sources	246	378	624
Breakdown of Capital requirement			
Discovery and scoping (project resource)	122		122
Staffing - 9 Project and technical staff for the duration of the project at various rates		200	200
DXC costs inc. CAID PCs & peripherals		192	192
BT costs inc. Connect HSL into MPS Network (BTNTA001031)		75	75
ATOS — Service Acceptance Board, Knowledge articles, etc (9000829215)		45	45
ITHC & AT testing		30	30

³ The 2020/21 capital funding requirement of £122k represents £122k required for discovery against the original £500k transformation capital budget with residual £378k carried forward to 2021/22

CAPITAL costs £/k	2021/22	2022/23	Total
Keysource		10	10
Project implementation risks contingency (see management case)		66	66
High Speed Link (Home Office)	124	0	124
Total capital requirement	246	618⁴	864
Additional funding requested		240	240

REVENUE Funding

IIOC Project revenue carried forward from FY20/21 will fund year 1 (FY21/22) support maintenance costs of £43k.

IIOC REVENUE costs £/k	2021/22 ⁵ £/k	2022/23 £/k	2023/24 £/k	2024/25 £/k	2025/26 £/k	Total £/k
Budget	43					43
Network equipment	4	0	0	0	0	4
High Speed Link	34	0	0	0	0	34
EUS equipment	5	0	0	0	0	5
Planned Expenditure Total	43	0	0	0	0	43
Variance to budget	0					

Digital Policing have committed to include the support and maintenance within the existing connectivity budget from Year 2 – 5, at a cost of £43k per annum, where savings have been identified against current connectivity to Lambeth and ESB and will be offset against the new costs. The remaining support profile to complete the full 5 years is shown below:

BAU Revenue £k	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget	43	43	43	43	43	172
Planned spend						

⁴ The 2021/22 capital funding requirement of £618k comprises £378k carried forward from previous year and £240k sought from transformation capital budget for 2021/22 within the existing

⁵ The 2021/22 revenue funding requirement of £43k will be provided with residual of approx. £1.5m from previous year

BAU Revenue £k	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Network equipment		4	4	4	4	16
High Speed Link		34	34	34	34	136
EUS equipment		5	5	5	5	20
Planned Expenditure Total		43	43	43	43	172
Variance to budget		-	-	-	-	-

The connectivity budget will be managed by DP throughout the term of the contract and any further request for funding will be made as part of the replacement service.

6 Management Case

Delivery of CAID will be managed by a DP project team. The DP team will be set up with its own governance on approval of the BJP. The IIOC project and Programme 16 will be recognised stakeholders and progress will be reported to the IIOC project board and P16 programme board.

Benefits will continue to be tracked by the business and reported to the Portfolio Office in line with the benefits profiles agreed by the IIOC Project.

Project Plan

The high speed link order has been placed by the Home Office in March 2021, the supplier lead time is estimated at four months. The following timescales are estimated on the assumption that approval is given following May IAM:

Project Stage	Timeline
Stages 1&2 – Requirements	June 2021 (signed off by the business March 2021)
Stage 3 – Design	June 2021 – July 2021
Stage 4 – Build and Test	August 2021
Stage 5 – Implementation	September 2021 – November 2021
Stage 6 – Project Close	November 2021
System Maintenance	Continued hereafter

Roles and Responsibilities

Outstanding roles will be assigned by DP on the commissioning of the project.

Role	Name
P16 Programme SRO	DAC Amanda Pearson
P16 Programme Manager	Vicky Smith
Project Senior User	DSU Helen Flanagan
Delivery Project Director	TBC
Project Manager – DP solution delivery	TBC

Stakeholder Management and Communication

Key stakeholders have been identified below – the IIOC project will provide additional support and ensure all relevant stakeholders are engaged before project closure.

Directorate / Dept.	Name
Central Specialist Crime OCSAE LRO	Helen Flanagan
Central Specialist Crime OCSAE	Nathan Munson
Central Specialist Crime OCSAE	Richard Borries
Procurement Services	James Brown

Directorate / Dept.	Name
Digital Policing (DP) Forensics	Gemma Bowler
Digital Policing (DP) Frontline policing	Simon Clarke
Finance Business Partnering	Swati Khare-Zodgekar
P16 Programme Manager	Vicky Smith

Project Delivery Responsibilities

Key responsibilities for delivery are set out in the table below.

Tower	Services to be provided
BT	Install new ISR 4451 routers in mSEG1/2 zone A Provision IPSEC transport mode capabilities on newly installed routers Provision IPSEC certificates on newly installed routers Provision IPSEC client VPN Provision SSL/TLS certificates on Inner F5s for client laptop users (light traffic load) Provision SSL pass-through on Inner F5s for client fixed desk users (heavy traffic load) Provision Inner and Outer firewall rules Provision Outer F5 certificate requirements Support Vodafone installation of Catapan device(s) and allocate PCG switch port(s) Provision separate data paths for fixed and laptops clients respectively Provision traffic via the Secure PCG spoke
Keysource	Data Centre and Technical Equipment Room (TER) services, e.g. access escorting and to support Installs, Moves, Adds and Changes (IMACs).
MPS PM	Provide PM services and will be responsible for the delivery of the overall project MPS will liaise and co-ordinate access to on-site engineers as required MPS will approve downtime whilst the migration is performed
MPS Assurance and Technical	Provide Assurance and Technical Support to progress the project to completion.

Implementation Timescales The project is estimate to take approximately five months, from project start-up to issue project closure report as detailed below. The Home Office provide training free of charge. Officer training will be co-ordinated by BAU in line with the BAU training provision set up by the IIOC project team.

Impact to users There will be a brief interruption of service to the CAID service as the system is modified. This network change issue and associated risks will be managed through the change control processes and change approval board. Change will be scheduled at a time agreed to minimise disruption.

Governance This project will be subject to standard DP project Life Cycle. There will be weekly meetings with internal and external stakeholders and a separate monthly DP Project Board meeting. Weekly reports will be available via Execview, the SIAM Project reporting tool. Any issues that cannot be resolved by the project will be escalated to the Monthly Networks Programme Board.

Equality and Diversity This project will not impact Equality and Diversity. All work will be let through two existing MOPAC contracts: the Network Tower Agreement and the Service Integration and Application Management Tower Agreement. These two existing MOPAC contracts are fully compliant

with legal requirements, including Equality Law, and MPS legal advisors confirmed this during contract review prior to contract award.

Privacy Comments 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.

Under Article 35 of the General Data Protection Regulation (GDPR) and Sections 57 and 64 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.

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

A DPIA has been completed for Network Tower WAN services. The project will ensure a privacy by design approach, which will allow the MPS to find and fix problems at the early stages of any project, ensuring compliance with GDPR or the Law Enforcement Directive (LED). DPIAs support the accountability principle, as they will ensure the MPS complies with the requirements of GDPR or the LED and they demonstrate that appropriate measures have been taken to ensure compliance.

Real Estate Implications There are no changes to real estate.

Legal Implications MOPAC is a contracting authority for the purposes of the Public Contracts Regulation 2015 (as amended) and it is necessary that all relevant procurement decision are made in compliance with those regulations. In relation to Option A, provided that the Public Services Network in Policing Agreement permits call-offs of the type envisaged and the provision of services to MOPAC, the Directorate of Legal Services have no concerns in relation to this Option. Options B and C could be undertaken lawfully and similarly present no concerns.

The call-off agreement that it is proposed that is utilised under Option A permits any of the police forces of the UK (and some other law enforcement bodies) to be indirect customers of the services. The Metropolitan Police Service is named as potential indirect customer, but not specifically the Mayor's Officer for Policing and Crime. While this is an oversight on the part of the person who drafted the call-off agreement, DLS do not consider that it adds any material public procurement law risk to the proposed procurement route. At the point at which the original call off was made, the service provider would have anticipated orders from the MPS so it could not realistically have made any difference to any upstream procurement decision. Furthermore the call-off agreement specifically permits the addition of new indirect customers, at the request of the Home Office.

Environmental Implications Obsolete electrical equipment will be disposed of securely and the disposal routes will take into consideration the waste hierarchy in accordance with The Waste Electric and Electronic Equipment (WEEE) Regulations 2013 and the waste duty of care imposed under section 34 of the Environmental Protection Act 1990.

Health and Safety Construction Design and Management Regulations 2015 (CDM) will be followed, including recognition of any residual risks identified within the site asbestos register.

Project Risks

A full risk analysis will be carried out on the appointment of a project manager.

IIOC Project risks in relation to this work package and their mitigation plans are:

R-IIOC-013: There is a risk that the project does not secure MOPAC approval for IIOC funding for FYs 21/22, 22/23 to either maintain service and for continuous improvements of the BCU OCSAE teams; carryover of underspend will be requested to fund the BAU costs for the next three financial years as part of project closure.

R-IIOC-020: There is a risk that funding cannot be found to support CAID maintenance costs due to no allowance in future budgets; this BJP is seeking to address and close this risk.

R-IIOC-023: There is a risk that the costs to deliver the CAID solution will exceed the budget due to underestimation of costs, the Home Office withdrawing funding or the additional capital cannot be found for next FY; the solution and costs included in this BJP were correct at the time of publishing, approval of the BJP will reduce the risk and likelihood of costs increasing.

R-IIOC-024: There is a risk that the approval of the CAID BJP; due to purda or IAM approval, may delay the start of the work which could result in loss of planned resources however resources will not be appointed until approval is gained.

The following project risks have been identified by BT in their proposal BTNTA001031.

R1 - Due to the on-going impact of the coronavirus on supply chains, all lead times or any other delivery timescale set out in this quotation are subject to change and BT will notify MPS of any such changes as soon as reasonably practicable.

R2 - Cisco are currently holding pricing for only 7 working days. There is therefore a risk that the equipment costs at time of order will be different to those identified in this proposal. BT will advise the Authority of any material differences at time of order.