Invitation to Participate

**Annex A- Statement of Requirements – Lot 1**

Sourcing Event: 2027 – Business Design and Data, Business Change and Training Services for the Command and Control Refinement and Deployment Phase

Tender Notice Reference Number: 2027

Response required by: 25th April 2025 @ 16:00

Contents

[1. Introduction 3](#_Toc193443528)

[2. Background 3](#_Toc193443529)

[3. Social Value 5](#_Toc193443530)

[4. Lot 1 - Business Change, Business Design and Data alignment 10](#_Toc193443531)

[5. Business Change, Design and Data Scope and Specification 10](#_Toc193443532)

[6. Contract Management 16](#_Toc193443533)

# Introduction

This Invitation to Participate has been issued by MOPAC who are seeking to award a Contract for the provision of Training Services to support a Technology Replacement Programme within the Public Sector. The aim of this programme is to replace outdated technology systems with modern, efficient solutions that enhance user experience, improve operational efficiency, and maintain compliance with regulatory standards.

## The Requirement will be tendered as a lots:

**Lot 1:** Business Change, Business Design and Data Alignment

**Lot 2 –** Training Services

Bidder(s) may bid for either one or all lots. Please indicate which lot(s) you are bidding for within the Bidders Response Part 4 – Technical Assessment Response “Confirmation of Lots” section.

The Contract Term shall be for a period of 2 years with the option to extend by a further year.

The anticipated commencement date of the Contract is 1st July 2025. Any changes to this commencement date will be communicated to all bidders through the contracting authority’s e-Procurement Portal

# Background

* 1. **Organisational Context**

The Metropolitan Police Service (MPS) polices 620 square miles and serves more than eight million people across one of the world's most dynamic and diverse cities - London. Subsequently, the MPS spends over £1billion GBP each year on a diverse range of goods and services and we aim to procure them in the most cost effective and compliant way, whilst often satisfying urgent operational needs.

The MPS procures goods and services, in line with Public Contract Regulations (the Procurement Act 2023). The MPS contract awards on behalf of its ultimate contracting “Authority”, the Mayor’s Office for Policing and Crime. Whilst MOPAC is the Contracting Authority, all goods and services as part of the MPS’ contracts, are supplied to the MPS and serve MPS’ operations.

The MPS values of Professionalism, Integrity, Courage, and Compassion are apparent in the Command and Control (C&C) environment. MPS personnel recognise the importance of their work and can see first-hand how this makes a difference in the lives of the public with whom they interact daily. The MPS mission is to keep London safe for everyone. MPS personnel are highly passionate about their ability to work effectively because this enables them to deliver quality in their fast-paced interactions with the public, partner agencies, and MPS colleagues.

* 1. **Programme Context**

The Command and Control (“C&C”) Programme is transforming C&C services for the MPS and replacing the current Computer Aided Despatch system (“CAD”), Call Handling System (“CHS”), and Integrated Communications Control System (“ICCS”).

The MPS initiated the current C&C Programme in 2019 to procure a Leidos-led consortium (“Leidos”) via the DDaT Solution Provider Framework. This included the provision of four core systems to address the business needs for the new solution, predicated on operational needs

* OnCall – A call handling system to capture and triage incidents provided by Hexagon
* LifeX – A digital control room communications system to support telephony and radio traffic provided by Frequentis
* OnCall Planning and Response – An event planning and management system provided by Hexagon
* PowerBI – A Microsoft analytics and reporting system to produce reports and dashboards for operational and corporate purposes

The new solution will provide users with a modern, intuitive system that contributes towards MPS organisational change, enabling business and technology innovation, and improving how the MPS delivers contact and response services to Londoners.

The user base for C&C extends beyond first line contact and Police Despatch, into management of planned and unplanned events, Front Line Policing and all the supporting and enabling functions, as well as to key partners of the MPS (e.g. City of London Police).

In July 2024, the C&C Programme agreed a revised delivery implementation model which will deliver technology through a phased approach across three ‘drops’ of technology. These ‘drops’ increase in scale and complexity, and differ in impacted business areas, requiring a unique and tailored approach to Business Design and Data services per drop:

### Drop 1: LifeX for Despatch (“LfD”)

### Drop 2: First Contact (“FC”)

### Drop 3: Despatch, Event Management and Mobile Responder (“Despatch+”)

* 1. **Programme Challenges**

There have been repeated delays to the original planned Go Live since 2020, following several delivery and commercial challenges. A formal review of the C&C Programme was conducted by the MPS in June 2023 which identified several challenges in the ways of working and a lack of coherent delivery agreements in place. This resulted in a programme reset (“Reset”). The approval of the updated Full Business Case in December 2024 was the last activity required to trigger the exit of Reset and signified a return to business-as-usual programmatic delivery.

Historically, Design, Change, Training and Transition have operated as separate Workstreams, with an unintended consequence of silo working leading to duplication and misalignment. During Reset these work streams now work closely together, alongside Testing.

Business Change and Training were originally procured as part of the Consortium, however with the MPS taking a greater role in the implementation of the new technology solution into the operational estate, This has led to a requirement for the provision of Business Design and Data Services and Business Change services to work directly with the MPS to design and deliver the business deployment.

# Social Value

This document sets out the Authority's commitment to driving positive impact for the people within the communities we serve. Our fundamental objectives for making a positive impact in the lives of the residents of London are achieved through the MPS’ strategic social value and sustainability aims, commitment and expectation to improving responsible and sustainable procurement practices focusing on the promotion of economic, social and environmental principles.

It involves working in partnership across London to provide sustained employment opportunities and improve working conditions. It means opening up access to contract opportunities for London’s diverse businesses, and voluntary and community sector organisations, encouraging improved practices with our suppliers and promoting greater environmental sustainability to make London a better place to live and work.

This document embodies the principles identified by the Mayor's Office for Policing and Crime (MOPAC); in the Greater London Authority's (GLA) Responsible Procurement policy; The London Anchor Institutions’ Network and the Public Procurement Directive 2014/24; and the Public Procurement Notice (PPN) 06/20, which builds upon the Public Services (Social Value) Act 2012.

**Equality and Diversity**

The Authority expects the Supplier to ensure equality and diversity within its supply chains and look to remove any barriers of entry under its contracts. The Supplier shall co-operate with the Authority to ensure the procurement process and Service delivery is transparent.

The Supplier and its sub-contractors shall apply all of the following commitments, where proportionate and relevant, across its supply chain, so that it’s procurement of goods, works and services drive opportunities for:

a) Improving supply chain diversity;

b) Embedding fair and inclusive employment practices;

c) Enabling skills, training and employment opportunities;

d) Promoting ethical sourcing practices; and

e) Improving environmental sustainability.

f) Helping local communities to manage and recover from the impact of COVID-19

The Supplier shall provide relevant management information reporting on its equality and diversity commitments as requested by the Authority.

**Health and Safety**

The Authority expects the Supplier will commit to providing and maintaining a healthy and safe working environment for all employees which meets and where possible exceeds the standards set by applicable health and safety laws. Where services are provided by Sub-contractors, those Sub-contractors will be subject to a proportionate assessment of their working environment.

**Safeguarding**

The Authority expects that the Supplier will ensure that appropriate safeguarding policies, procedures and measures are in place where applicable, but not limited to; protecting its Supplier Personnel health, wellbeing and human rights; enabling them to work free from harm, abuse and neglect.

**Discrimination**

The Authority opposes all forms of discrimination and prides itself on being an equal opportunities employer. The Authority expects the Supplier will not discriminate in any of its supply chain contracts against, amongst other things, age, gender, disability, race, religion, sexual orientation, marriage and civil partnerships and pregnancy and maternity.

**Small and Medium Sized Enterprises (SME)**

The standard definition of an SME will apply. The Authority expects the Supplier will recognise the importance of encouraging the participation of SMEs in their supply chain and will take adequate measures to encourage and monitor SME participation in line with the commitments of the GLA Group’s Responsible Procurement Policy. The Supplier shall work with its supply chain to remove barriers for SMEs, promote inclusion, and address under-representation in their supply chain.

**Modern Slavery**

The Authority expects that the Supplier shall and shall ensure its Sub-contractors comply with all applicable labour, anti-slavery and human trafficking laws, statutes and regulations from time to time in force but not limited to the Modern Slavery Act 2015.

**Human Rights**

The Authority expects the Supplier shall and shall ensure its Sub-contractors comply with all applicable labour, anti-slavery and human trafficking laws, statutes and regulations from time to time in force.

**Ethical Trading**

The Authority expects the Supplier to comply with all aspects of the Ethical Trading Initiative (**ETI**) base code. This includes but not limited to providing the Authority with full details of all Working Areas and an audit report. The audit report shall address how the Supplier has complied with each of the key areas set out in the ETI base code, and such report shall be supplied at the Supplier's cost. If in the Authority’s opinion, any remedial action is required to be undertaken by the Supplier. The right to audit compliance, agree an action plan if remediating any breaches. The Authority reserves the right to carry out such additional audits as may be necessary to monitor compliance with the action plan, such audits to be completed by a third-party auditor approved by the Authority. The Supplier shall pay the full costs of any such audits.

**Ethical Sourcing**

The Authority expects the Supplier to comply with the Authority’s requests regarding ethical sourcing, including, but not limited to; the submission of an ethical sourcing plan, the right to audit compliance, agree an action plan if remediating any breaches. The Authority reserves the right to carry out such additional audits as may be necessary to monitor compliance with the action plan, such audits to be completed by a third-party auditor approved by the Authority. The Supplier shall pay the full costs of any such audits.

**London Living Wage**

The Authority expects that the Supplier shall ensure that it’s Supplier Personnel and procure that the Supplier Personnel of its Sub-contractors engaged in the provision of the Services, for two (2) or more hours of work in any given day in a week, for eight (8) or more consecutive weeks in a year; and on the Authority’s Premises including (without limitation) premises and land owned or occupied by the Authority; be paid an hourly wage (or equivalent of an hourly wage) equivalent to or greater than the London Living Wage; and not be paid less to which they are entitled in their respective contracts of employment. The Authority expects the Supplier shall provide to the Authority such information concerning the London Living Wage adherence as the Authority or its nominees may reasonably require from time to time and ensure that the Supplier implements the annual increase in the rate of the London Living Wage on or before 1st April in the year following the publication of the increased rate of the London living Wage. The Authority reserves the right to audit (acting by itself or its nominee(s) the provision of the London Living Wage to the Supplier Personnel and the personnel of its Sub-contractors.

**Anti-Bribery and Corruption**

The Authority expects that the Supplier will ensure that it has adequate procedures in place to ensure that it is not involved in bribery and corruption and that it does not incur liability under the Bribery Act 2010. The Authority will monitor and identify corruption and respond appropriately if corruption is uncovered. These policies will apply to the Authority and its employees and any Suppliers and Sub-contractors. The Authority expects the Supplier supplies the Authority with access to such documents and the Suppliers premises and personnel at the Authority may reasonable require for the purposes of verifying compliance on the part of the Supplier with its obligations.

**Apprenticeships and Job Starts**

The Authority expects that the Supplier will look to offer and increase access to apprenticeships and job starts to provide investment into its workforce enabling its employees to develop the skills and behaviours they need as well as offering opportunities to those already in work. The Supplier shall provide relevant management information reporting on its apprenticeships and job starts commitments as requested by the Authority.

**Responsible procurement to Sub-contractors**

The Authority expects that the Supplier shall include the same responsible procurement measures contained within this document to encourage responsible procurement throughout their supply chains. This will ensure responsible procurement has a greater impact throughout the supply chain.

**Principles of good employment practice**

The Authority expects that the Supplier shall, and shall procure that each Sub-contractor shall, comply with any requirement notified to it by the Authority relating to pensions in respect of any Transferring Authority Employee as set down in; HM Treasury's guidance, Staff Transfers from Central Government: A Fair Deal for Staff Pensions, of 1999; HM Treasury's guidance "Fair deal for staff pensions: procurement of Bulk Transfer Agreements and Related Issues" of June 2004; and/or the New Fair Deal.

**Environmental Sustainability and Carbon Management**

The Authority expects that the Supplier will aim to minimise any adverse environmental effects associated with the goods, works and services it procurers and will promote the positive environmental impact of these where possible. When considering the environmental impact of such goods, works and services the Authority shall not incur excessive additional costs.

**Energy Efficiency Directive**

Where reasonably practicable, the Supplier will purchase energy efficient products, services and buildings in accordance with Article 6(1) of the Energy Efficiency Directive (2012/27/EU). The duty only applies in so far as the purchase is consistent with cost-effectiveness, economic feasibility, wider sustainability, technical suitability and sufficient completion.

**Waste Electrical and Electronics Equipment (WEEE) Regulations**

The Supplier is responsible under the WEEE Regulations for the environmentally sound disposal of Electrical and Electronics Equipment (EEE) when it is discarded as WEEE. All other relevant environmental legislation must also be followed.

# Lot 1 - Business Change, Business Design and Data alignment

The Business Change work stream and Business Design and Data work streams have been combined into a single lot to facilitate an integrated approach to the business process, data and solution design and business change, readiness and business deployment of Command and Control (C&C). The work stream will work collaboratively with the supplier for lot 2 – Training Services.

# Business Change, Design and Data Scope and Specification

## Objectives

The MPS requires a Business Change, Design and Data Services provider who embraces the unique position and challenges of the MPS and works collaboratively to align People, Processes, Platforms, and Performance aspects of digital transformation to enable successful design and data implementation and successful change adoption.

The Solution Provider will build delivery confidence by leveraging its experience in similar complex tech programmes and government organisations, and seek to gain in-depth knowledge of C&C mission critical business operations. The Solution Provider will equip MPS personnel with the ability to deliver new operational C&C capability, by providing a highly tailored best-practise business design and data services for MPS personnel and all stakeholders throughout the project.

**Primary requirements / scope of services:**

The supplier for Lot 1 will work cross-functionally with relevant officer, business change and business analysts and suppliers to create relevant outputs, including:

## Critical Success Factors

A professional and collaborative approach is key to the delivery of the requirements of Lot 1 – Business Change, Business Design and Data Alignment. Effective Collaboration with the C&C programme as well as the supplier of Lot 2 – Training Services, are essential to the success and to safe delivery of a Command and Control solution.

The supplier for Lot 1 – Business Change, Business Design and Data Alignment is required to demonstrate:

* Strong Leadership and Governance: Support working within a clear governance structure with senior representation from the Business Change work stream in attendance at key programme forums
* Wider Programme Management experience: structured problem solving in areas outside of typical Change expertise, with the ability to team with colleagues ranging across commercial, financial, legal and programme leadership
* Strategic Alignment: Working closely with MPS to ensure C&C remains on track to deliver the strategy and supporting the wider organisations strategy and goals. Alignment to supporting the successful usage of the systems – balancing Tech and Business priorities
* Accommodating of the MPS operational environment: Adaptable in approach to suit potential changes in risk appetite of the MPS, and redirection of organisations focus depending on the operational context and demand
* Flexible working: Versatile in location of working, with a preference for face to face across MPS estates and supplier officers where suitable. Provision of off-site facilities to allow for focussed problem solving
* Collaboration with MPS operational colleagues: Visible and actively involved in working alongside MPS Officers and Staff, fostering a culture of collaboration and trust.
* Inclusive and transparent methods: Supports the wider programme team and stakeholders to upskill and be ‘brought along the journey’ to understand the approach taken and the desired outcomes
* Evolutionary approach: ensuring pace of delivery is achieved through incorporating previous work and lessons learned and using it as a springboard for further development

**Business Design & Data**

* End-to-end business process maps (L1 – 4) for the end-to-end Command and Control solution
* Updates to the Requirements Traceability Matrix across designs
* Design, build and sign-off for relevant data materials such as Data Protection Impact Assessments
* Identify and support wider programme team on operational risk including Operational Impact Assessments

**Change Management**

* Develop and implement a comprehensive change management strategy across deployment ‘drops’ to ensure smooth transitions from legacy systems to new technologies.
* Develop a comprehensive change strategy per deployment drop outlining the change objectives, goals, outcomes and proposed approach for assessing and managing the change.
* Leadership and Management of Change Work stream Team who will consist of Internal MPS Officers and Staff who will provide operational knowledge, paired with external Change Professionals.
* Provide Business Change upskilling sessions and SMR input to support change upskilling of MPS Officers and Staff who support the programme in the Business Change work stream.
* Regular programme management reporting, planning, risk and issue management.
* Develop and manage change governance forums to facilitate approvals of key change documentation / activities

**Business Readiness**

* Develop and iterate change impact assessments (where these have already been drafted) to align to the new C&C deployment approach and business processes
* Establish a framework and develop business readiness criteria required to transition
* Work with operational business leads to monitor and track progress, adapting approach to reflect effectiveness of the change initiatives
* Support development of operational impact assessments & equality impact assessments
* Identify key areas of operational risk and work with the identified risk owners to conduct a thorough assessment of current systems and processes.

**Communications and Engagement**

* Confirm, and iterate where needed, the audience segmentation and define relevant user persona groups / personas to guide change journeys.
* Plan, Develop and Facilitate engagement with key stakeholders to gather requirements, expectations, and concerns regarding change.
* Develop a strong communications and engagement plan, and supporting communication materials and events, utilising MPS communication channels, tailored to user groups, ahead of each individual ‘drop’ Go-Live.
* Develop a change roadmap for how change will be delivered, which is segmented to key audiences and illustrates key change journeys.

**Business Transition**

* Detail the deployment approach for each drop, ensuring end to end coverage with technical transition teams
* Engage and secure buy-in from senior operational leads to enable deployment
* Plan, upskill and coordinate end user support for go-live, by impacted user group and location
* Lead the business implementation of each drop solutions, ensuring minimal disruption to ongoing operations. Provide hands-on support during the transition phase (coordinating multiple London locations across 24/7)
* Conduct post-implementation reviews to assess the impact of the new technology

**Mobilisation**

* Meet the Authority’s request of mobilisation at start of programme and for the duration of contract (as provided in supplementary information, aligned to ‘drop strategy’
* Mobilise the services required in parallel with delivery
* Identify key deliverables to deliver within the mobilisation period
* Effectively integrate with new and existing suppliers and workstream teams
* Develop a practical and realistic approach to transition of contracts from any previous suppliers

**Resourcing**

* Provide flexible resource planning to meet the programmes delivery needs over the phased delivery timeline
* Provide skilled surge resourcing to meet the demands of critical programmes (e.g. previous contracts of similar contracts)
* Establish resourcing controls that will ensure the delivery team are experienced in relevant technology transformation and public security / mission critical national infrastructure / policing programmes, and aligned in culture, values and attitude
* Performance manage their delivery team and assure resourcing provided meets the needs of the evolving C&C programme landscape

## Structure of the Teams

* Achieve a consistent experience across the project phases for users receiving Business Design and Data and Business Change support
* Provide tailored team resources to reflect the increasing size and complexity of the drop
* Deliver a Business Design and Data and Business Change approach built upon operational understanding of how C&C works today and will in the future
* Support C&C Business Design and Data and Business Change project staff and officers to upskill in Business Design and Data and / or Business Change to contribute to delivery
* Collaborate with other project work streams (e.g. Testing) to ensure the business is ready to use the new C&C solution
* Provide close alignment across the programme and with the technology consortium (Leidos) specifically around Change Management, Testing and Service Management
* Management of end-to-end design resources (mix of internal and external)

**Tactical Delivery and Execution**

* Plan and structure the tactical delivery of Business Change, Business Design and Data support to ensure timely and high-quality delivery
* Utilise sound project management methods will allowing support flexibility and responsiveness to changing MPS needs as a result of external factors
* Use appropriate tools to manage delivery, track progress, resolve issues and maintain efficiency
* Demonstrate alignment to the C&C goals and objectives while remaining flexible to evolving requirements
* Set up and maintaining feedback-loops to enable MPS to input early into deliverable, ensuring the final outcomes meet expectations
* Apply KPI’s to measure success and keep key governance forums informed of progress – See Appendix C – Service Levels, Service Credits and KPIs for details

**Quality Controls**

* The supplier will be expected to have controls in place to ensure quality of delivery
* Ensure that the delivery team will operate with an outcomes focussed mind set, aligned to the MPS values, professional standards and teaming within leadership structures

**Critical Advisory Support**

* Demonstrate agility to lead and coordinate progress in a complex, challenging and often ambiguous MPS landscape
* Constructively challenge and provide practical solutions to the MPS and external partners to support critical thinking and effective decision making
* Provide innovative ideas that enhance the provision of value for money, speed of delivery, delivery confidence or operational safety (risk reduction)
* Support MPS to foster a collaborative environment where team members across suppliers and the authority can work together seamlessly, sharing resources and expertise

## Disposal/exit strategy

Provide and execute a comprehensive handover of materials, knowledge articles and change processes to the MPS BAU personnel and archives (e.g. Learner Management System) as the Refinement and Deployment phase nears completion

## Vetting

Delivery resources will be expected to be vetted to an NPPV2 level including resources that deliver services within surge periods.

The supplier will have in place organisational support mechanisms to ensure timely vetting (and renewals) of existing and future candidates to support the requirements of the programme through its drop-cycles (see appendix 10 – Team Structure and Timeline)

## Deliverables and timescales

The requirement for Business Design and Data Support is expected to commence in July 2025

For the duration of the programme delivery, concluding at the close of 2028 (details to be confirmed).

Key milestones in the approved Full Business Case (FBC) include:

• Onboarding and mobilisation: [July 2025]

• Drop 1 LfD: July 2025 – December 2025

• Drop 2 FC: January 2026 – December 2026

• Drop 3 Despatch+: January 2027 – December 2027

• Project Closure and Review: December 2027

## Delivery Structure

Provide a delivery structure for the Business Design and Data Services workstream and the Business Change Work stream. It includes the following components / sub-workstreams:

|  |  |
| --- | --- |
| Component | Objective |
| Business Design | To support with development of end-to-end business process maps, requirements traceability matrix, and detailed level designs  Work with Business Change to support understanding of levels and impact of change across MPs and Partners and operational risk  To support with identification of areas for refinement including management of prioritised backlog |
| Data | To support with design, build and sign-off for relevant data materials such as Data Protection Impact Assessments |
| Change Management | Business Change Strategy, Leadership and Delivery  Planning, Risk and Issue management, and status reporting against agreed outcomes leading to successful C&C solution adoption within the business  End to end user approach from Business Design to Business Change |
| Business Readiness | Impact Analysis of Change, including operational risk  Tracking and monitoring of activities in readiness of Go-Live have been completed and summarised in a finalisation report (feeding into Go/No-Go) |
| Communications and Engagement | MPS staff and officers have been made appropriately aware of the system changes and have been engaged on key messages and activities |
| Training | System end-users are capable and confident in using the new system functionality to complete their roles |
| Business Transition | The new system is embedded, operationally functional and owned by the MPS, requiring minimum tech-support and reduced early life support |

# Contract Management

### Over the lifetime of the contract, Bidders will be expected to meet the Key Performance Indicators (KPIs) detailed in Annex C – Service Levels, Service Credits and KPIs.

## Poor Performance and Breach of Contract.

### Where the bidder is in breach of the contract or is failing to deliver the contract to satisfactory level of performance, the contracting authority may take steps to address this in accordance with section 71 of the Act, which may lead to publishing a Contract Performance Notice (section 71(5)) that details the poor performance / breach of contract.