Invitation to Participate

**Annex A- Statement of Requirements – Lot 2**

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

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# 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 The aim of this programme is to replace outdated technology systems with modern, efficient solutions that enhance user experience, improve operational efficiency, and maintain compliance with regulatory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. 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 workstreams 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 Training services to work directly with the MPS to design and deliver training to enable 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.

**Electronic trade**

The Authority expects that the Supplier agrees that it will register and transact with the eMarketplace managed service solution or any other electronic marketplace as designated by the Authority.

**Electronics Watch**

The Authority expects that the Supplier undertakes its business in a manner that is consistent with the Electronics Watch Code of Labour Standards, the United Nations Guiding Principles on Business and Human Rights, and Socially Responsible Trading Conditions.

**Endorsement of Cruelty Free Products**

The Authority expects that the Supplier shall only use and shall procure that each of its Sub-contractors shall only use for the purpose, cleaning products (including, without limitation, the ingredients of those cleaning products) which are cruelty free and have not been tested on animals and which have been certified by Cruelty Free International as not tested on animals.

**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 2 - Training Services

Training has been separated into a lot to secure value for money and specialist training content designers and trainers to deliver classroom based training. The training lot will work into The Business Design and Data and Business Change workstream (Lot 1).

# Scope and Specification

## Objectives

The MPS requires a Training 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 delivery of training to MPS Officers and Staff.

The Solution Provider will install business confidence in our people capability of using the new system 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 use the new operational C&C capability, by providing a highly tailored best-practise training material creation and delivery for impacted end-users across multiple products.

**Primary requirements/scope of services for Business Change**

The supplier for Lot 2 – Training Services will be expected to deliver the primary requirements set out below:

## Critical Success Factors

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

The supplier for Lot 2 – Training Services is required to demonstrate:

* Strong Leadership and Governance: Support working within a clear governance structure with senior representation from the Business Change workstream 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

**Training Development**

* Conduct a training needs analysis assessment based on user roles, business processes and system functionalities
* Develop ‘conversion’ training content based on the outcome of the needs assessment that can be used to upskill MPS staff and officers on the new C&C solutions
* Develop a tailored training program that addresses the specific needs of different user groups within the client organisation
* Incorporate engaging and interactive training methods such as hand-on exercises and real-life operational scenarios
* Demonstrate an ability to flexibly design and deliver a variety of training courses based on user need, which will incorporate a mix of in-person and online training creation and delivery
* Develop suitable assessment materials and metrics to review and track learner development
* Ensure comprehensive records management and compliance with the tracking of training attendance and course success updating \*\*\*MPS LMS and role-based access
* Ensure training materials are adaptable for different learning styles, levels of expertise and accessibility requirements
* Develop assessments the test user capabilities on the new system that will measure learning outcomes against compliance regulations to meet employee union standards
* Provide comprehensive training material documentation to enable the courses to be converted into Business-As-Usual training for new employees joining the organisation – leadership and co-creation with MPS SMEs

**Training Delivery**

* Individual Trainers will remain consistent throughout a drops and will be available to work flexibly to allow for shift patterns, including
  + Trainers being available for shifts Monday – Sunday
  + Trainers being available for early / late shifts between times of 7am – 10pm (with additional time for set up, and debrief time after)
  + Trainers being available to work with shift patterns aligned to operational need
  + Trainers being available to attend shifts across multiple London-based locations (predominately MPS estates in Hendon, Bow and Lambeth, but could require central or outskirts of London)
  + Trainers being available for shift work 24/7 during go-live and hyper-care period
* Trainers will attend a train-the-trainer course per ‘drop’ of training
* Trainers will require deep knowledge of the products and MPS operational processes to support users to understand what steps to action on the system and why, in addition to answering user queries
* Flexibility and ability to design and deliver of a minimum of 11 different courses, based on individual user groups and subject to Training Needs Analysis discovery work
* Ability to design BAU courses, working with the BAU business and the internal MPS content creation team, to co-design the enduring training materials and facilitate their archiving and future-proofing
* Ability to deliver training through a mixes approach of classroom based and virtual training
* Deliver training in a clear, interactive and user-friendly manner
* Work collaboratively with MPS training colleagues in a ‘2 in a box’ style method to jointly deliver system training, leaning on their operational knowledge to bring training to life in terms of leadership, course design, and course delivery
* Review existing training products and iterate on them to optimise development, and/or design bespoke and new products where appropriate
* Provide guided instructions to support users to navigate the new system during training sessions to build confidence and hands-on practice
* Provide ongoing support and resources post-training to help staff adapt to new technologies and processes, fostering a culture of continuous learning
* Provide users feedback and coaching to retake the learning assessment as required
* Measure training effectiveness through assessments and feedback to ensure that staff are confident and competent in using new systems
* Use feedback assessments to continuously improve and adapt training delivery
* Complete administrative activities related to attendance of training, including documenting attendance, assessment outcomes, and secure management of learners log-ins
* Proactively triage and escalate any system issues identified within training to service and tech-support teams and support resolution , with appropriate contingency to aim to continue training delivery
* Have appropriate arrangements in place to host off MPS site training if required during surge periods to widen training capacity

**Mobilisation**

* The supplier will be expected to meet the Authority’s mobilisation timeframes which is anticipated to cover a very short period, which will be in parallel with delivery
* Identify key deliverables within the mobilisation period and take them through to delivery
* Integrate with new and existing suppliers, and workstream teams

**Resourcing**

* Effectively resource plan to meet the training delivery needs over the programme timeline taking into account availability of delegates including Monday to Sunday shift work
* Provide skilled surge resourcing to meet the demands of critical programmes with a workforce that works to a shift-pattern
* Ensure that resourcing controls will ensure that the delivery team are experienced in system training content creation and delivery for relevant technology transformation and public security / policing programmes, and aligned to the MPS culture, values and attitude
* Work in collaboration with, and be managed by the Business Change Workstream, ensuring end to end alignment of strategy across Business Change, Business Design and Data Alignment into testing
* Manage the delivery team and assure resourcing provided meets the needs of the varying products, and anticipated changing C&C programme landscape
* Capability and adaptability to flexibly ‘scale-up’ and ‘scale-down’ in alignment with the programme ‘drop’ strategy and / or according to priority changes anticipated as part of a significantly sized and complex programme
* Structure the Training Service consistently across all functionality drops to support end-users, and consider the full training experience journey for a user end to end.

**Structure of the Team**

* Provide tailored training content creation and delivery team structure to reflect the different methods of training, classroom and remote, and the different audiences receiving training
* Provide tailored training content creation and a delivery team structure to reflect the increasing size and complexity of the drop
* Provide a curriculum and delivery approach built upon operational understanding
* Offer adaptable and inclusive training delivery to meet accessibility requirements for specific users that may have bespoke needs
* Present C&C Delivery resources and officers who are for example, Award in Education and Training (AET) accredited upskilled in professional training delivery to contribute to operationally-understood training
* Collaborate with other project workstreams to ensure the programme progresses against planned delivery and the business is ready to use the new C&C solution

**Tactical Delivery and Execution:**

* Plan and structure the tactical delivery of training support to ensure timely and high-quality delivery
* Follow robust project management methods that support flexibility and responsiveness to changing MPS needs as a result of external factors
* Use appropriate processes and tools to manage delivery, track progress, resolve issues and maintain efficiency
* Ensure alignment to the C&C goals and objectives while remaining flexible to evolving requirements
* Set up and maintain feedback-loops to enable MPS to input early into deliverables, ensuring the final outcomes meet expectations
* Use effective reporting mechanisms in line with stipulated KPIs (see Annex C) to measure success, and keep key governance forums informed of progress

**Quality control**

* Have appropriate controls in place to ensure high quality delivery
* Provide a delivery team that operate with an outcomes focussed mind-set, aligned to the MPS values, professional standards and teams/leader 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

## Required qualifications and/or standards and/or accreditations

Trainers are expected to be qualified and have appropriate training qualifications such as AET, QTS or equivalent.

## 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:

• 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

**Structure of the Workstream**

The MPS would like to embed the supplier of Training Services that works hand-in-hand within the Business Change, Business Design and Data Alignment workstream. Provide a delivery structure. (See appendix H – Team Structure and Timeline). It includes the following components / sub-workstreams:

|  |  |
| --- | --- |
| **Component** | **Objective** |
| 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 |
| 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.