**Title: Market Engagement Event for Business Design and Data, Business Change and Training Services for the Metropolitan Police Service Command and Control Refinement and Deployment Phase**

**Date:** Thursday 13th February (13:45 to 15:15)

**Background**

The Metropolitan Police Service (MPS) would like to invite suitably qualified suppliers to attend a forthcoming Market Engagement Event to discuss a Tender for Business Design and Data, Training and Business Change Services

The Command and Control (“C&C”) Programme is transforming C&C services for the Metropolitan Police Service and replacing the current Computer Aided Despatch system (“CAD”), Call Handling System (“CHS”), and Integrated Communications Control System (“ICCS”) for the following reasons:

* Further ageing of legacy critical national infrastructure systems – the current C&C systems were designed in the 1980’s and are increasingly at the end of life.
* Evidenced evolution of operational requirements – Systems are required to support a modern police force including changes to day to day business, ranging from an increase in routine public order events through to major events such as Operation Bridges and Operation Golden Orb.
* Increased public expectation regarding police contact and availability of information
* Delivering timely, joined up, operationally relevant information
* Enhanced automation, intelligence and risk assessments that benefit the public and officers.

The initial C&C Core Delivery (CCCD) Phase is due to an end in March 2025 and has established the following:

* 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 MPS are seeking external supplier support for the Refinement and Deployment (R&D) phase of this ground breaking project which comprises:

1. Refinement is the process of uplifting the core solution, based on the new requirements identified since initial agreement of scope in 2019.  The refinements are currently under review with the operational community and will need to be continually challenged as the programme evolves (e.g. at the end of each testing phase when more is understood).
2. Deployment is the what, how, and when the programme will deliver the C&C solution into the live operation whilst balancing the business change, technical and operational risk. The deployment of technology has been revised to follow a more modular, iterative roll-out across three ‘drops’ of functionality. These are: 1) LifeX for Despatch 2) First Contact and 3) Despatch+

This revised deployment approach aims to further de-risk delivery by enabling lessons learned from earlier drops to be incorporated into later, more complex drops. It also allows for a more realistic and flexible plan to be developed that meets the needs of the MPS,  albeit extending training timelines when compared to the initial approach. The MPS have identified that they require external expertise within the following lots:

**Business Design and Data Services**

* Close working alignment across the Programme , especially Business Change and Testing and with the Technology Consortium
* Creation of end to end process maps and associated design documentation
* Ensure requirements traceability (RTM) across designs, including updates relevant RTM, support documentation of test scripts, acceptance criteria  as an input into testing
* Create of relevant info security documentation (Data protection impact assessments / DSA)
* Use MPS corporate data strategy to design and implement analytics and reporting solution for contact and response stakeholders
* Segmenting users to provision the appropriate solution access
* Management of all end to end design resources (mix of internal, external)

**Training**

* Training will be a key part of a wider Business Change Team that will have end to end accountability for preparing users for using the new system
* All Training approaches will align with the end to end change strategy – covering new training and supporting the handover to BAU
* The approach sets out to train c. 2000+ MetCC officers, and c.18,000 frontline Police Officers within the R&D phase – expected to be c.3 years
* Conducting a full Training Needs Analysis to understand how much of the pre-created training modules are fit for purpose, the additional training materials needed, and any amendments needed to module lengths, training durations, and assessments.
* Creating and managing the approval process for Training courses (variety of methods), assessments, supporting and practice materials and any other innovative offerings for a variety of end user’s needs, tailoring as required
* Support/lead  business training activities before and during Go-Live, as well as the transition to business as usual (BAU) and working closely with the Learning and Development (L&D) team.
* Leading training and Supporting transition that will be delivered in phases, with some phases following the approach of small groups of end user completing their system training and transitioning to the new system until the full cohort of end-users are transitioned over. Other phases will use the approach of training all users in advance of transitioning.
* Provision of a mix of internal and external training Subject Matter Experts as part of the one training team. All trainers must be accredited (e.g. AET Level 3). Trainers will be approximately 75:25 External professional trainers to Internal MPS Staff. For classroom-style training, a ratio will be maintained of 1 trainer to every 5 learners. E.g. 60 learners will require 12 trainers.
* Within the change team, a scaling up over time with support dedicated to supporting training set-up, including creation of content, logistics, management of trainers, development of BAU content
* Alignment with Tech providers to manage training environments
* Managing and delivering the end to end training requirements of cohorts of variable sizes and capability
* Provision of refresher days to minimise the risk of skills fade due to time between receiving training and transitioning.
* Backfill learners roles within MetCC with VBOS (a form of cover = a cohort of officers / staff with the same skill but normally working elsewhere in the MPS) and additional overtime backfill to ensure acceptable service levels are maintained
* There is a need to adapt training materials and plans depending on different user groups (e.g. Basic Command Unit Ops rooms will require a bespoke despatch course as their roles do not mirror Despatch Operators use of the system)
* Ability to adapt all courses for any additional learner needs / assistive technology
* Resources and ability to secure and provide training locations

**Business Change**

* Close working alignment across the Programme , especially Business Design and Testing
* Develop a comprehensive change strategy outlining the change objectives, goals and outcomes as well as the proposed approach for assessing and managing the change, including communication, stakeholder engagement, business transition and resource allocation, and timelines.
* Confirm, and iterate where needed, the audience segmentation that has been done to date to ensure that the change strategy is reflective of the key groups of stakeholders across the MPS and their unique needs.
* Develop and iterate change impact assessments (where these have already been done by existing teams) to evaluate the current state any gaps in capability or process which might result from the transformation on C&C teams and any other affected stakeholders. This involves identifying how the change will impact processes, people, technology, culture and other relevant factors.
* Develop and iterate other required impact assessments to understand and mitigate risk
* Develop a strong communications and engagement plan, to be rolled out ahead of each individual ‘drop’ Go-Live, to ensure that all impacted MPS staff are sighted on the changes that are coming as a result of the new systems and software, and that they are aware of what to expect in terms of training and upskilling.
* Develop a change roadmap for how change will be delivered, which is segmented to key audiences and illustrates key change journeys.
* Lead and deliver Business Readiness activities, communications and stakeholder engagement activities and Business Transition activities – in full alignment with the Deployment Strategy
* Provide Business Change SMR input to support change upskilling of Officers who support in Business Change
* Management of all end to end change resources (mix of internal, external) to support users to go live
* Support with internal programme engagement events

The MPS are currently considering different delivery models for Design and Data, Training and Business Change:

* Appointing one supplier for Design and Data, Training and Business Change who will utilise their supply chain to deliver the programme requirements
* Retaining the overall management of Design and Data, Training and Business Change and appointing a range of suppliers to deliver the requirements
* Appointing separate organisations to deliver Business Design and Data, Change Management and Training as lots but with a required alignment to support users end to end

The C&C Programme team would like to invite suitably qualified suppliers to discuss the proposed service specification, understand capability within the marketplace, seek innovative ideas around cost saving and delivery, and to identify any clarification points prior to Tender

The Market Engagement event will be hosted via Microsoft Teams. If you would like to attend please contact Ibrahim Haroun at ibrahim.Haroun@met.police.uk by 12:00 noon on Wednesday 12th February. Please note only two representatives may attend per organisation.