



MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Investment in HR to fix foundations and deliver revised Workforce Planning and Career Management Capabilities

MOPAC Investment Advisory & Monitoring meeting 10th December 2024

Report by James Fielder on behalf of the Karen Graham

Part 1 – This section of the report will be published by MOPAC. It is classified as OFFICIAL – PUBLIC

EXECUTIVE SUMMARY

This paper seeks approval to recruit 14 additional staff posts, at an annual cost of £1m, to deliver the new Workforce Planning and Career Management Target Operating Models. This will provide the capability and capacity needed to fix our foundations and achieve the changes needed in our structures and processes to deliver New Met for London.

Recommendations

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

1. Approve the proposal to recruit 6 staff at an annual cost of £0.497m (Starting in 2025/26) to deliver a new Workforce Planning capability, fully funded by the New Met for London (NMfL) budget allocation for this work;
2. Approve the proposal to recruit 8 staff at an annual cost of £0.567m (Starting in 2025/26) to deliver a new Career Management capability, funded by the NMfL budget allocation for this work, plus £0.064m from the HR budget; and
3. Note that due to recruitment timescales the £1.000m NMfL budget is not required in 2024/25, and can therefore be released back for wider reprioritisation in this year.

Time sensitivity

A decision is required from the Deputy Mayor by 31st December 2024. This is because it will allow us to start the recruitment process in January 2025.

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

Introduction and background

1. Investment was approved by ExCo in October 2023 to provide fixed term surge capacity to deliver the additional supporting HR services needed by NMFL transformation programmes. This has provided the additional capacity and capability needed to transform many of our services and introduce new ways of

working. At that time we highlighted the need for further investment later in the year to make permanent changes to the HR TOM. This paper now requests that additional investment to make permanent changes to our core operating model - changing the underlying structures and processes to ensure we have the right people, in the right roles to deliver the services needed by the wider Met.

2. Workforce Planning
3. We have already made changes that have improved our ability to plan demand, manage deployment and improve frontline capacity. These include; establishing the demand authority, creating the deployment plan, and building the resilience margin. We now need to change the operating model to reflect the enhanced workforce analytics, operational workforce planning and deployment functions needed to sustain and embed these changes.
4. The new operating model has been fully defined with a revised structure, service model, capabilities and governance, with the design approved by the Organisational Design Authority (ODA). We have already begun to operate the new approach and deliver the new service such as a more proactive partnership with LRPMS.
5. Career Management
6. We already introduced a new performance and development approach, meaning all our people now have regular meaningful conversations with their manager, supported by a career development plan. We've also introduced an end of year performance assessment and rolled out Career Review Boards (CRB) for our senior leaders. We now need to change the operating model to deliver the full career management framework - joining performance, career engagement leads, CRBs, promotions transformation and fast track schemes, within a unified and sustainable approach. These changes will enable us to deliver key NMFL commitments and HMICFRS Engage milestones.

Issues for consideration

7. The key issues to take account of are:
 - a. Funding for both investments has been allocated within the NMFL budget currently held in Strategy & Transformation, subject to prioritisation. Given the ongoing funding requirement and BAU nature of this work, it is recommended this budget be allocated directly to HR for local management.
 - b. The uplift will deliver additional capacity and enhanced capability to deliver specific NMFL commitments to fix our foundations.

Contributes to the New Met for London (NMfL) Plan and / or MOPAC Police & Crime Plan 2022-25¹

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

8. The Workforce Planning TOM changes and implementation will enable us to deliver key NMFL commitments and HMICFRS Engage milestones
9. NMFL:
 - a. We'll develop a new strategic workforce plan for the whole Met
 - b. We'll deploy our resources and manage workforce pressures to better meet demand
10. HMIC Engage Milestones
 - a. Full target operating model for workforce planning and deployment
11. The Career Management TOM changes will enable us to deliver key NMFL commitments and HMICFRS Engage milestones.
12. NMFL
 - a. We'll support everyone in developing their career
 - b. We'll reform our promotion processes
13. HMIC Engage Milestones
 - a. Roll out Career Review Boards beyond Chief Supt/Band A (Sep 24)

Financial, Commercial and Procurement Comments

14. There are no Commercial considerations to consider. Recruitment will be undertaken using standard MPS recruitment processes.
15. The ongoing funding for full recruitment is £1.064m per year – the difference in funding allocated and the ongoing cost (£0.064m per year) will be managed within the overall HR pay budget and vacancy factor. As the workforce planning and career management TOMs embed we anticipate that this will reduce demand and deliver savings and efficiencies across HR. This will allow us to conduct a wider HR TOM which should enable us to bring these additional roles within the wider HR pay budget from 2028/29.
16. These costs are based on ready reckoner figures and assume:
 17. Workforce Planning: 6 staff – 3 x Band B and 3 x Band C
 18. Career Management: 8 staff – 4 x Band B and 4 x Band E
19. Provision for £1.000m has been included in the Fixing Foundations element of the NMFL budget allocations. Due to recruitment timescales the budget is not required in 2024/25 and can be released back to the wider NMFL budget for reprioritisation (currently allocated to fund Resourcing the Met programme). There is no capital funding requirement.
20. Provision and funding of laptops will be made within existing HR budget. Accommodation for the new roles will be contained within existing HR allocation within Kilburn Police Station.

Legal Comments

21. Impact is expected to be extremely low – paper is requesting funding to recruit additional full time staff using existing recruitment processes.
22. Paragraph 1, Schedule 4 of the Police Reform Social Responsibility Act 2011 gives the Commissioner a power to appoint staff:
23. 1(1) The Commissioner of Police of the Metropolis must appoint a person to be responsible for the proper administration of the metropolitan police force's financial affairs (referred to in this Part as the metropolitan police force's chief finance officer).
24. (2)The Commissioner of Police of the Metropolis may appoint such other staff as the Commissioner thinks appropriate
 - (a) to enable the Commissioner to exercise the Commissioner's functions, or
 - (b) otherwise to assist the metropolitan police force.
25. (3) Section 113 of the Local Government Finance Act 1988 applies to the chief finance officer of the Commissioner of Police of the Metropolis as it applies to the persons having responsibility for the administration of financial affairs mentioned in that section.

Equality Comments

26. Impact is expected to be extremely low – paper is requesting funding to recruit additional full time staff using existing recruitment processes which are subject to equality legislation and diversity and inclusion policy and processes.

Privacy Comments

27. 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.
28. Under Article 35 of the General Data Protection Regulation (GDPR) and Section 57 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.
29. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the project meets its compliance requirements.
30. The project does not use personally identifiable data of members of the public, so there are no GDPR issues to be considered.

Real Estate Implications

31. Accommodation for the new roles will be contained within existing HR allocation within Kilburn Police Station.

Environmental Implications

32. Impact is expected to be extremely low – paper is requesting funding to recruit additional full time staff using existing recruitment processes

Background/supporting papers

33. None.

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

The Government Security Classification marking for Part 2 is:
OFFICIAL-SENSITIVE [ORGANISATIONAL]

Part 2 of Investment in HR to fix foundations and deliver revised Workforce Planning and Career Management Capabilities is exempt from publication for the following reasons:

- Exempt under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011 (Data Protection Section Commercial or industrial information (regulation 12(5)(e))).

The paper will cease to be exempt until December 2027 in order to allow time for the implementation of the organisational changes.

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