

MOPAC-MPS Oversight Board

5 March 2018

Transformation Portfolio Update

Report by: The Director of People and Change. MPS

1. Purpose of this Paper

The purpose of this paper is to provide a Transformation Portfolio update to MOPAC and MPS Oversight Board

2. Recommendations – that the Oversight Board:

a) Note progress of the Transformation Portfolio

3. Summary

OVERVIEW

3.1. The MPS has an ambitious four-year transformation portfolio. To “keep London safe for everyone”, whilst addressing the Met’s financial constraints, the portfolio will make a major contribution towards the Met’s ambition to build confidence and tackle the issues that matter to the public; to lead and equip our people; to create a flexible and agile organisation; to exploit digital technologies; and to value data.

3.2. Over the last 4 years, the MPS has:

- Driven significant efficiency savings in back office services, reducing police staff roles by 4,000 whilst protecting front line policing as much as possible. HR and finance services have been outsourced, leading to a planned £10M a year of savings and providing a platform for other forces to use to maximise economies of scale.

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- Reduced police manager roles to increase the number of – and empower - front line constables. HMIC benchmarks now show the MPS having one of the leanest management structures. Chief Officer roles have been reduced by 25%.
- Undertaken significant and complex restructuring of major contracts in estates and IT in particular, which were a barrier to innovation.
- Begun a huge estates transformation – realising assets to reinvest in transformation and reducing revenue spend.
- Rolled out Body Worn Video to all front-line officers, capturing better evidence, improving transparency, public confidence and with the support of most officers.
- Launched a new high-quality website. There have been 16 million page views by 2.5 million users, with 10% of crimes now reported on-line. The new website includes “Your Area (Local Life)” webpages. Each ward now has its own page that provides crime data with linked crime prevention advice, and details of the local police team and their activities, fed from their social media accounts.
- Launched a new Telephone and Digital Investigation Unit, which, since it went live in September, has recorded and investigated over 91000 crimes. This equates to 34% of all MPS recorded crime. This is enabling us to manage better the demand on our response teams, allowing them to focus their efforts on those matters where they can have most impact.
- Increased firearms capacity in light of the terrorist threat as demonstrated by the enhanced armed response to the terrorist attacks last year. Six hundred additional firearms officers have been trained and the number of Armed Response Vehicles routinely deployed in London has been significantly enhanced.
- Implemented local forensics kiosks to give investigators ready-access to key digital evidence.

LAST QUARTER IN DETAIL

- 3.3. Overall portfolio delivery confidence has improved over the last quarter. The Strengthening Local Policing and Business Support Services programmes have moved forward towards implementation, and the timetable for contract award for the Met Integrated Policing System (MIPS), part of the Transforming Investigation and Prosecution programme, has remained on track. The roll out of mobile devices under the Smarter Working programme continues (a major step towards more productive and efficient working practices), and the implementation of the new In Vehicle Mobile Application (IVMA) equipment in vehicles under the Optimising Response programme is proceeding to plan also. Key aspects of other programmes are progressing well, such as the recruitment of Direct Entry

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Detectives under the Workforce Futures Programme, and under our Improving Public Access and First Contact programme, the implementation of new digital ways of contacting the police has allowed us to remove under-utilised front counters. Information Futures has initiated its work on designing and delivering a Data Driven Organisation. This includes a small number of Proof of Concepts in conjunction with Digital Policing and the piloting of a Strategic Insight Unit to inform how data could be used differently across the breadth and depth of the organisation. Solid progress is also being made with the Transforming the MPS Estate programme as several business cases have been approved in this period, driving forward transformation projects at over 30 sites. A Strategic Outline Case (SOC) for major investment in a Specialist Taskforce Base has been approved, as well as an Outline Business Case (OBC) for investment in 11 buildings that will be critical to operating the new BCU model.

3.4. Key headlines of the last quarter:

- The basic operating model for a front line police officer **workforce of 30,000** has been agreed, providing clarity and a basis on which to progress robust transformation
- **Rollout of our Strengthened Local Policing Model** has started, with completion due by the end of 2018. Local policing will be brigaded into 12 BCUs rather than the existing 32 boroughs. Whilst removing 1,583 officers overall through efficiency and productivity measures, the MPS is:
 - Committing to proactive and preventative ward-based policing, with at least 2 Dedicated Ward Officers (DWOs) and one Police Community Support Officer (PCSO) in every ward; and doubling the number of dedicated schools officers to 600.
 - Improving victim care, by changing the investigative model so most crimes will be investigated by first responders
 - Bringing together all those involved in safeguarding services into the BCU model, building professionalism and improved working with partners.
- **New HR & Finance Systems** have been implemented. Streamlined processes and new technology have been delivered as part of the outsourced contract. It is a standard platform to which other forces can opt in to increase economies of scale.
- Rollout of the **Leading for London Development Programme** has started. This is a major investment to build the leadership skills of all 10,000 Met managers. Partnered with Lane4, but with an innovative joint delivery model with Met employees, it delivers an integrated learning programme including 5 days of workshops in small groups, 5 one-to-one coaching sessions to ensure learning is translated into the

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workplace; psychometrics; digital learning tools; and 'pledges' that commit individuals to action.

- The first ever recruitment campaign for **Direct Entry Detective Constables** has seen the first cadre of recruits begin basic training in January – 50% of which are female. This is an essential new recruitment pipeline to meet the growth in demand for qualified investigator roles.
- Phase 1 of the ambition to be a truly data driven organisation has seen the launch of a pilot for a new **Strategic Insight Unit**. This small new capability has been designed to provide new insight to support strategic operational decision-making, by embracing modern data analytics tools and techniques.
- The MOPAC Public Access and Engagement Strategy announced the closure of 37 **Front Counters** in November, with the closures completed by December. Subject to future decisions by DMPC and the outcome of the legal process, this will trigger the start of the transformation that the programme is aiming to achieve, and has been enabled by the implementation of new digital ways of contacting the police, including encouraging the online reporting of crime.
- The In Vehicle Mobile Application (**IVMA**) is on target to complete its roll out by end of March '18. To date more than 800 vehicles (62%) have been fitted with this device. This is the second most discussed topic on intranet forums and is described as delivering a massive improvement to frontline officers sending them details of essential policing information, including new CAD incident reports and pictures or videos of missing persons.
- Progress is running behind schedule in a small number of areas, due in large part to more time being spent than originally planned on internal engagement to ensure the proposed designs are the best fit. This has pushed back decision-making on the despatch model and the Forensics Target Operating Model (TOM). Progress in both is expected this quarter. The Forensic TOM and OBC will incorporate a number of detailed service delivery options to enable forensic services to keep pace with demand and with transparency on cost implications. A paper seeking a final decision on the despatch model has been submitted to the Commissioner for approval.

3.5. Work underway in the Transformation Directorate to improve the successful delivery of the portfolio includes:

- Development of the 2025/2030 blueprint based on the Commissioner's vision for the Met, which will be an important process to ensure effective long-term planning and culture changes take place. The draft blueprint

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will be ready for formal engagement with Management Board by the end of March 2018.

- Increasingly effective use of a Local Change Network across the Met, with a Local Change Manager appointed as the single point of contact for change for each B/OCU. An effective and structured business change approach is essential to combine various elements of change together into a coherent picture for front line staff, and to ensure colleagues across the Met are as prepared as they can be to operate within the new environment. This is critical to avoiding significant performance dips when change is first implemented.
- Implementation of a new programme and project assurance framework, following recommendations for improvement from internal and external audit. This includes the provision for post project reviews and evaluations in order to confirm that benefits are being realised, which will be applied to the Body Worn Video project and to the BSS programme this year.
- Development of key demand management/prioritisation measures reflecting a core driver across the portfolio to introduce new capability, systems and policies to enable the Met and officers to prioritise and manage demand more efficiently and effectively.
- Transition of capacity and capability from consultants/contractors to Met staff. Having internal capability to support the delivery of major change will be an important and valuable legacy of the Strategic Partner contract with Deloitte.

LOOK FORWARD

3.6. Key highlights include:

April to June
<p>Mobile Devices for Front Line Staff</p> <p>Over 20,000 tablets / laptops rolled out to front line officers and staff, enabling them to work remotely in the community. Early piloting suggested scope to improve productivity of response teams by at least 10%. We are exploring impact across other teams to ensure we can get the most value from this significant investment</p>
<p>In-Vehicle Mobile Applications</p> <p>New technology installed into all vehicles, to improve effectiveness of response handling and better equip officers with information needed to deal safely and intelligently with incidents.</p>

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Met Integrated Policing System (MiPS) – Contract Award Contract award for a new core policing system, replacing seven independent legacy systems. A foundation for better use of intelligence and data-led policing, it will also enable significant improvements in efficiency and productivity.
July to September
Implementation of New Operating Model for Specialist Crime Begin implementing a new operating model, fully integrated with the new local BCU model. A more flexible structure, directing specialist resources based more on threat, risk and harm and less by crime-type, creating greater synergy with the NCA.
Treadfinder Rollout to Custody Suites New technology to enhance the matching of footprints in custody with crime scenes.
Custody Provision Implementation of the next phase of our new custody model. Rolling out new policies driving consistent standards and removing excess capacity to reduce cost and improve outcomes.
October to December
Implementation of THRIVE+ Significant challenge given the Met's scale. But essential building block to equip officers with the knowledge and confidence to prioritise effectively and manage cases robustly; and ensure victims receive a good quality of service
BCU Implementation Complete

3.7. More broadly, 2018 will see:

- A further growth in the services available to Londoners on-line;
- Ongoing optimisation of Crime Assessment policies and the Telephone and Digital Investigation Unit, which will enable us better to target and prioritise front-line response and investigation resources so they have the most impact and effect;
- Further development of how local officers engage with communities through social media, including Twitter;

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- The continuation of the ambitious estates programme – selling under-utilised buildings and reinvesting in the quality of the estate to build modern, flexible workplaces that support flexible working and improved collaboration. Over the next quarter, Portfolio Investment Board (PIB) will approve the formal re-baselining of this programme, reflecting the timing impact of the Public Access consultation. This will give a new, realistic plan against which it can progress;
- Unnecessary bureaucracy – through a monthly release of simplified processes, policies and guidance, and the exploitation of new mobile devices to improve workflow efficiency through smart apps;
- Blue Light Collaboration – ongoing work with both the London Ambulance Service and London Fire Brigade on the potential options for the collaboration of London’s emergency service control rooms, with the support of a Home Office Police Transformation Fund award;
- New senior leadership structures, covering officers and staff, aimed at improving decision-making and empowerment; and
- Information Futures programme will detail the roadmap to improve capacity and capability to use data and intelligence to drive significantly better operational efficiency and effectiveness – and will in turn become the core components of our transformation from 2019 onwards.

3.8. Beyond 2018, the Transformation Directorate is clear on its top five priorities. Critical work this year will secure longer-term ambitions:

- The Transforming Investigation and Prosecutions programme will deliver major change to how the MPS delivers intelligence, investigation, custody and prosecution services, all enabled by a new integrated technology platform (MIPS)
- The Optimising Response and Public Access programmes will transform how the MPS engages with Londoners (all channels) and how resources are deployed, enabled by a new despatch model and a new command and control system
- A relentless focus on smarter working, and driving process improvement through the investment in new technology, provides significant scope to improve productivity and efficiency – allowing us to redirect resource to areas of demand, or deliver budget savings, depending on the financial environment
- The Information Futures programme will deliver against the aim to use data and intelligence to drive significantly better operational efficiency and effectiveness; and,
- The completion of the estates programme – selling under-utilised buildings and reinvesting in the quality of the estate to build modern,

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flexible workplaces that support flexible working and improved collaboration.

DELIVERY CONFIDENCE

- 3.9. Progress on the change programmes is reported monthly through their individual programme boards; up to the Portfolio Management Group (PMG) which monitors portfolio delivery; and, by exception, to the Portfolio Investment Board (PIB). A summary is also presented to the Investment Advisory Board each month. The Transformation Directorate has started to provide a regular assessment of its delivery confidence across the portfolio as a whole. This serves to maintain a focus on the key areas that may impact the successful delivery of the ambitious objectives of the portfolio and facilitates early intervention to address any concerns. As would be expected with a portfolio of this scale– we are managing a number of key risks and issues and action is being undertaken to ensure these are addressed to increase the likelihood of successful delivery. Three top issues currently being addressed are:
- Continuing to mature financial reporting and the oversight of capital spend;
 - Improving how we plan for and track, and ensure successful delivery of, the benefits planned within the programmes;
 - Focus on recruiting and retaining the specialist and front line resources needed to allow the successful delivery of the portfolio to time, cost and quality.

RISK

- 3.10. Portfolio level risk management is undertaken using a portfolio level risk register, which takes input from the change programme risks (reported monthly through their individual programme dashboards) and the Transformation Directorate Senior Leadership Team. The portfolio level risk view is presented to PMG and PIB respectively.
- 3.11. In common with other public sector portfolios of this scale, risks being managed at portfolio level include:
- Failing to prepare effective for the transformational changes across the organisation with targeted business change activity
 - Inadequate monitoring and mitigation of any drops in operational performance at critical delivery times
 - Failing to secure adequate resources across the portfolio to deliver programmes successfully

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- Inadequate external stakeholder engagement for transformational changes to be accepted
- Inadequate prioritisation of spend and resources across the portfolio
- Immaturity of benefits realisation across programmes
- Failing to manage the complex programme interdependencies across the portfolio