

Finance, Change and People Oversight Board 30 June 2023

Workforce Stabilisation Update

Report by: The Director of Human Resources, Karen Graham

1. Purpose of this Paper

The purpose of this paper is to update on work to strengthen strategic workforce planning capability and stabilise resource management, enabling us to adapt in an agile way to changing demand with a clear focus on operational capability, priorities and outputs.

2. Recommendations

That the Oversight Board note the progress to date.

3. Current Position

Update on the work to improve our Strategic Workforce Planning Capability

We have completed a maturity assessment of our workforce planning and resource management capabilities which identified we do not have 'one version of truth' on which we conduct our resource management planning, with different stakeholders using multiple systems (PSOP, CARMs, local BCU Spreadsheets). At the strategic level our deployment approach is basic, high level and reactive, preventing us to get on the front foot to be able to dynamically deploy the workforce to meet changing operational demands.

To understand the scale of the challenge, we completed an initial data mapping exercise in four BCUs to compare where our workforce is actually deployed in comparison to how it is held against our PSOP design (the baseline against we conduct our strategic workforce planning assumptions). This work highlighted the disparity between both macro and local workforce planning assumptions in terms of where people were actually being employed at a local level as well as the reality of the impact of abstractions on availability of deployable resource. It also exposed the impact of not having 'one version of truth' in terms of poor quality data as well as the need to build in greater resilience in our org design to account for longer-term abstractions (including officers still at the early stages of probation) therefore not fully deployable.

Improving our Workforce Planning capability.

Having baselined our current levels of maturity, it is clear we lack the foundations needed to develop the level of Strategic Workforce Management capability needed to deliver the ambition we seek. This maturity assessment has informed the urgent requirement for us to secure the external expertise needed to upskill our internal workforce planning capability and, over an initial 12-week SPRINT, help us design the new Target Operating Model required. This work will commence from the end of this month.

Concurrently, we are also in the process of mobilising a team to work alongside our B/OCUs to cleanse local establishment data to build an agreed organisational design baseline, using PSOP as our single source of data (as a precursor to implementing a resilience margin).

Building additional resilience into our organisational design.

We know we need to build in more resource resilience at local level to account for long-term absences and officers at the early stages of training. We have agreed the initial size and criteria for the resilience margin (c.1,800 posts) and intend to implement this in two stages. The first stage will remove recruits in initial training from BCU strength by the end of August. The second stage will identify posts within our design to build the rest of the Margin - this is linked to the B/OCUs data cleanse work to build the organisational design baseline (expected to be complete by October).

We are also investing greater HR support to Local Resource Planning, supporting local SLTs so they can effectively use the Resilience Margin once in place. We are doing this through a separate programme of work which will use some of the £15m MOPAC investment to embed HR expertise at local O/BCU level to support line manager's deal with complex people issues, thus improving resource availability. PSOP changes will also be implemented to allow a more regular data feed and to create the functionality for local leaders to move individuals into their margin. The Resilience Margin will be fully functional by the end of 23/24.

Stabilising the workforce.

Whilst the scale of challenge to mature improve our workforce planning capability should not be underestimated and will take time and investment, we know we need to urgently stabilise our workforce now. Throughout May we have taken some pragmatic steps to prioritise resource to our most critical areas;

1. Posted 96 additional DS supervisors into BCUs as part of the response to strengthening supervision, reducing spans of control and better supporting the high volume of detective recruits.
2. Moved quickly to increase occupancy in Met CC by posting a further 11 PCs in June, reducing the PC gap to c.14. We have also now launched the compulsory transfer process that means Met CC will be at full officer strength by the end of July. In recognition of the leadership challenges within the OCU we have prioritised the posting of 2 substantive Superintendents to fill their remaining senior leadership vacancies.
3. Looking forward, in July, we will launch the voluntary transfer process for PC & DCs, encouraging experience into BCUs. These experienced officers will arrive on BCU in September. We will also launch a refreshed external recruitment campaign for DWOs so this can feed the Neighbourhoods deployment plan.

Development of Workforce Deployment Plan

Building on the initial stabilisation work initiated in May, we have mobilised, under DAC Boon (Performance & Insight), a new governance mechanism to define priorities for deployment and control organisational design allowing our DACs & Directors to set our deployment priorities aligned to performance. To date this new governance approach has;

1. Agreed a set of controls that will enable movement of resourcing to priority areas.
2. Set initial high level deployment priorities; Neighbourhood Policing, Public Protection, Met CC, PADP & Learning & Development.
3. Developed more detailed deployment assumptions (including testing the impact on O/BCU vacancy levels to agree acceptable tolerances levels across the BGs) in order to enable a Deployment & Schedule plan to be built and used from July. Given we are already carrying c.1000 vacancies we need to take some bold decisions in terms of where prioritise resource and where to hold vacancies. This plan is being considered by Performance Group on 21st Jun 23 and Performance Board on 5th July 23. The deployment plan will be reviewed quarterly, this will confirm when we can expect to see resources flowing in to Neighbourhoods, Public Protection and other priorities – but the expectation is once agreed that we quickly mobilise the deployment plan.

Looking forward, this group will continue to test controls, priorities and assumptions to deliver a more proactive Deployment plan which will be formally reviewed on a quarterly basis. With the ability to stress test during the fortnightly DAC/Director Oversight performance meetings. This work will include where we will hold vacancies (having agreed level and impact).

Workforce skills and civilianisation

As part of the Efficiency Programme we are also looking closely at our workforce mix. The purpose of the work is to understand where it is possible to civilianise roles currently carried out by police officers in order to redeploy the incumbent police officers into front line facing roles, hence making better use of their unique policing skills. This work will go some way to addressing the shortfall of circa 1,000 police officers against the Police Officer Uplift target, allowing scarce resources to be deployed to where they are needed most. The work will also address the ratio of police officers to members of police staff, an area where the Met has traditionally been an outlier with a relatively low level of staff as a proportion of the overall workforce, compared to the England and Wales average.

We have recently conducted an exercise to identify the broad categories of role that could be civilianised. The exercise highlighted circa 750 roles in areas such as Met CC, DPS, and Learning and Development. Work is ongoing to further refine the list and ensure that all possible areas have been captured. Once identified, the plan will be to redeploy police officers within the highlighted roles to priority areas with savings identified and staff recruitment undertaken to ensure continuity of service.

Releasing officer capacity will be dependent on additional funding being secured for police staff resources to replace officers, and the lead in times for such recruitment. This is not therefore an immediate solution to increase capacity unless investment can be accelerated.

Capacity and capability in HR

We need to build a permanent, fit-for-purpose workforce planning capability (people & system) that can support deployment to our priorities and develop strategic capabilities. This requires an initial insertion of external expertise which we have already mobilised. We will also look to

invest in new workforce planning and scenario modelling tools to enable more effective decision making against available workforce skills and capabilities; but we must first ensure we have built the right foundations which can then fully realise the benefits of new technology.

This approach will involve a period of approximately 9-10 months of capability building support, with a combined MPS and small consulting partner team. It will be in three Phases:

- a. **Phase 1 (June-Aug):** defining and negotiating the internal workforce planning service requirement, scoping and defining the core products, developing a maturity model and assessing current capability, embedding consultants alongside our current workforce planning capability to deliver a minimum viable service, begin on-boarding MPS people with the right skills into the team and triggering recruitment to fill gaps;
- b. **Phase 2 (Sept-Nov):** begin to stabilise the service including intense skills building and mentoring for the existing people, continuous improvement activity on the stakeholder engagement and products and support and advice to the MPS DDAT and Commercial team on technology requirements and procurement;
- c. **Phase 3 (Dec-Mar):** preparing to handover to steady state with continued skills building, increasing ownership by MPS and reduction in consulting support to ad hoc advice only by the start of the new financial year.

Appendix 1– Timeline

