MOPAC | MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

METROPOLITAN POLICE

MOPAC MPS Oversight Board
25 June 2021

Transforming the Met
Report by: The Chief of Corporate Services

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1.   Purpose of this Paper

The purpose of this paper is to provide the Deputy Mayor with a progress update on MPS transformation, in particular on the implementation of the Calam Stocktake of change recommendations.

2.   Recommendations – that the Oversight Board:

a) Note and endorse that substantial progress has been made in implementing recommendations from the Calam Stocktake.

b) Note that the Met are building on a strong foundation of transformation, moving in the right direction but can expect more from its change agenda. Therefore, Corporate Services are carefully working though the necessary process and capability required over the longer term as part of the Calam implementation.

3.   Information for Consideration

3.1.   Over the last year, we have continued to drive change to help us to deliver against our priorities set out in the Met Direction. The pandemic has seen us respond in an agile way and utilise new technologies and ways of working that has increased resilience across the organisation. Our transformation portfolio aims to deliver long-term improvements right across functions and departments, to keep resources focused on priorities whilst providing an effective and efficient service.

3.2.   The changes we have implemented have modernised how we deliver our services and engage with the public, whilst also delivering financial savings. Our focus in the year ahead is in investing to improve our capability in investigations, in optimising contact and response, in training and developing

our officers and in ensuring we have an estate that is fit for purpose. We have also undertaken a significant growth programme to introduce uplift officers into the Met.

3.3.   We are transforming Investigation and Prosecution by delivering a streamlined end-to-end investigative process supported by new technology and capabilities for example: integrated digital systems enhancing the quality and exploitation of information, or new capabilities within Forensics, Intelligence, Custody and Prosecutions.

3.4.   Investment in the CONNECT system will transform our ability to capture and exploit the Met's information, moving from using 8 of our core policing systems to using one integrated system. CONNECT is already live in 15 other forces, and we have chosen to develop and improve the system to ensure it aligns with our demands and critical ways of working. This is a large and complex body of work, to configure the solution, integrate within our infrastructure and ensure the right training for staff but the improvements it will help deliver are significant, helping us build a richer intelligence. All of which will progress during the year.

3.5.   Optimising Contact and Response will improve the ways the public can contact the Met, making access to our services helpful, friendly and reassuring whether online or face-to-face as well as ways in which we effectively deploy our officers and staff. The programme now seeks to deliver an effective command and control system including new technology to drive transformational change across the organisation by delivering an effective and efficient resource management service and enabling technology.

3.6.   The new Command and Control system is scheduled to go live in 2021-22. It will improve our existing systems and ensure that we have the right resources in the right place, and with the right information to provide the best possible service and significantly enhance our ability to keep the public and our officers safe.

3.7.   On Call is the new Computer-Aided Despatch (CAD) system that will significantly enhance our First Contact and Despatch operations. It will better enable our Command and Control centre (MetCC) to manage all incoming contacts (radio, 999, 101, social media and other digital contacts) across our control rooms while greatly assisting Despatch Operators in managing and communicating with frontline officers as they respond to emergency and non-emergency incidents. New features and system improvements will better equip our officers, ensuring they are in the right place with the right information.

3.8.   The work outlined above reflects the most complex transformational change activities. There has always been a much broader set of important change activities being undertaken across the Met, which together chart a wide, diverse and complex change portfolio. Recent work via Calam, which is outlined below, now gives much greater visibility to this more broader portfolio, which will continue to mature.

Calam Stocktake

3.9. The independent strategic stocktake undertaken by Mary Calam produced 32 recommendations to help further improve the effectiveness of delivering change, transformation and new capabilities to meet the ambitions of Met Direction. All the recommendations were accepted by the MPS Management Board and vary in scale, complexity and resourcing requirements to deliver effectively.

3.10. The Calam Stocktake:

- Confirmed the positive foundations existing in the Met, including: that we have delivered successfully extensive and complex change at pace; we have strong leadership and vision for the future; that our portfolio approach and having a central change function remains valid; and IT delivery has also been transformed and Digital Policing are effectively addressing the Met's many data and digital needs.

- Highlighted that there is more we can do to improve, including: the need for a more differentiated approach to change to reflect the variety of change across the Met and how they contribute to our vision; a more agile approach to change with more effort on measuring and communicating impact on the business; the role of leadership in singing about change especially percolating this through more layers within the Met; and more enterprise collaboration. Recommendations were made under the headings of Leadership; Structures; Portfolio & Beyond; Capabilities and Behaviour & Cultures.

- Identified the need for a Met-wide view of change, and for us to demand greater returns from our change agenda.

3.11. Out of the 32 recommendations, implementation is nearly three quarters complete. Some have required more research, engagement and exploration that others to make progress. Corporate Services are carefully working through the necessary process and capability required over the longer-term. Implementing the Calam stocktake requires an evolution, rather than a revolution in the Met's approach to change. We have deliberately set out to take a step-by-step approach to build collective confidence, and over the months ahead the organisation will need to further mature.

3.12. As a result of implementing the Calam recommendations we expect to have delivered the following by August 2021 [Table 1]:

A clearer long term vision for what transformation is required through the 2020s	✓ An organisational blueprint for 2029 signed off by Management Board ✓ Development of a 2025 Target Operating Model managed through the Met's business design authority

	✓ A communication approach for strategy and transformation for 2021/22
An enhanced approach to initiating change activity; providing greater visibility and join-up with the business planning cycle	✓ A revised terms of reference for our front door process to assess new proposals for Met-wide change ✓ A new business planning approach for 2022/23 which improves join-up across Corporate Services and with COGs
An easy-to-understand model for different types of change in the Met, which enables decisions to be made based on complexity and capacity	✓ A 4 tier model for change, socialised with senior leaders and accompanied by a concise 'change playbook' to increase awareness ✓ A practical model underpinned by likely features in terms complexity, change approach and potential resourcing demands ✓ A front door process which has those same features embedded in its guidance and ways of working
A greater appreciation of the contribution of continuous improvement and experimentation to how change is delivered in the Met	✓ A revised and communicated service offer for the Continuous Policing Improvement Command, with further work on the their operating model ✓ A mature network of innovation teams sharing best practice and aware of the best routes to use for scaling ✓ A new frontline innovation fund to help provide seed funding to smaller innovations which can be delivered with minimal corporate governance
A Met-wide view of transformation, with more flexible forms of support to priority mandated projects across the organisation	✓ Enhance MB visibility of and support for a broader assessment of our overall transformation and change: referencing our contribution to national transformation; continuing to oversee our own highly complex transformation programmes; and include the top mandated projects for each business area in the Met. A key aim of which will be to secure an even stronger focus on benefits, better targeting of limited specialist change resource and ensure effective alignment of all change activity for the front line. ✓ The mainstreaming of a more flexible service offer from Corporate Services, providing support to a variety of priority mandated projects ✓ Greater visibility and co-ordination across the whole spectrum of change, creating an enterprise-wide baseline
Improved leadership, sponsorship and	✓ Clear descriptions of how senior leadership roles work in a matrix environment

accountability for change	✓ A smaller number of SROs with clear understanding of their roles, and clarity on the role of Project Executives leading other mandated projects ✓ Further maturing of the role of Heads of Profession and their role in change, including formally through the front door process and design authority
A greater focus on the right skillset and mindset needed to thrive in relation to organisational change	✓ A refreshed Shaping Transformation Leadership Programme (STLP) to support Commanders and Executive level staff in working in change ✓ New training options in relation to change management, and extracting insights ✓ Refreshed documentation across change which emphasises the use of plain English

3.13. The Calam stocktake articulated the spectrum of change taking place in the Met in terms of four broad categories of tiers, which we have now defined for the Met. These are:

    a. **Transformational change:** SRO-led formal Transformation Programmes encompassing interdependent projects collectively delivering agreed outcomes, dealing with high levels of complexity and with significant implications for the organisation *(e.g. CONNECT, Resource Management)*

    b. **Mandated change:** Stand-alone business led change projects, with agreed mandates and business cases by corporate governance (e.g. PIB), which are closely managed in order to meet scope and delivery requirements. Some less complex business led programmes may also be included *(e.g. Data Environment Solution in Digital Intelligence, live/retrospective facial recognition)*

    c. **Experimental change:** Business led experiments, exploration and proof of concepts being run in order to test hypotheses and generate evidence to scale new ideas and solutions. Innovation should be targeted against organisational strategy and priorities *(e.g. PoC on natural language processing, testing of new functionality within Long-arm open source software, piloting of machine translation for investigations, testing of new police engagement materials within primary schools)*

    d. **Incremental change:** Local-led activities to improve the delivery of established services, capabilities or agreed performance objectives for continuous improvement *(e.g. updating of policies and SOPs)*

3.14. The stocktake recommended that the 'differentiated approach' laid out above needed to be embedded in the Met in order to help us further develop how we deliver change effectively. In order to tackle this complex recommendation, the conceptual model described within the stocktake needed to be tested against the realities of change taking place in the Met itself. This was achieved through the creation of a 'change baseline'; capturing as much of the ongoing organisational change taking place as possible. This provided a

richer understanding of the volume of activity taking place at different tiers in the model, as well as providing a range of other insights in terms of the scope, nature and complexity of organisational change currently taking place. The baseline has also helped us to explore the overlaps and interactions between teams, departments and business groups when it comes to change.
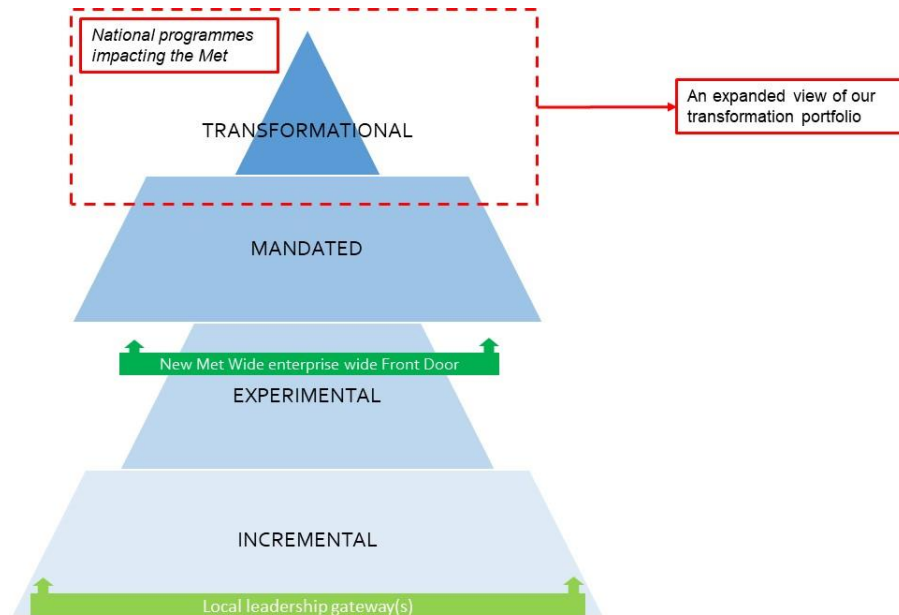

Figure 4: Differentiated approach to change, visualised on the basis of change baseline

3.15. The differentiated model is shown above [figure 2], overlaid with insights from the baselining exercise. The differentiated model - populated with a snapshot of ongoing change in the Met as of March 2021 - illustrates that:

- **The volume of change activity across the model does not follow a pyramid shape as we might expect.** MANDATED change is shown as the most common form of change compared to TRANSFORMATIONAL OR EXPERIMENTAL.[1] This has implications for how we best resource change, the importance of enterprise-wide prioritisation and how best to ensure the right level of visibility for Board and other senior decision-makers. It also gives us a wider opportunity to celebrate the breadth of change, and help build a strong reform narrative ahead of the Spending Review.

- **Across the spectrum, the Met is doing a lot of work on data and digital.** Technology is a common feature of change in the Met, particularly formal programmes, projects and innovation activities. This is relevant to how best to sequence change, and as an organisation ensure we are realising the full set of benefits from this significant digital and data change-based agenda.

- **The complexity of changes being implemented in the Met grows as you go up through the tiers of the model.** The baseline confirms that change in the TRANSFORM tier is exclusively of high and medium complexity; that

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[1] Based on data returns received from COGs as of 12/05/2021

MANDATED change is majority medium complexity, including change being run within the Business; and that EXPERIMENTAL change tends to be either medium or low complexity.

▪ **MEDIUM complexity masks significant diversity and can mean a number of different things**. Structural complexity (e.g. cost, scope, number of work packages, technology and data implications, third party procurement) are common features. So too can be socio-political complexity in terms of political or public interest and impacted stakeholders. Emergent complexity (unclear aims, shifting perspectives, goals) is often - and arguably should be - a feature of experimental change and innovation. The type of complexity encountered should be a key consideration in relation to choosing which change approaches are best and at what point in the work's lifecycle.

3.16. Some examples of 'medium complexity':

1. *Organisational restructuring – introducing a dedicated MPS unit within CPIC for policing encounters governance, oversight & scrutiny. This will merge existing Officer Safety, Taser, Stop & Search, etc. teams into one centre of excellence*
2. *Public engagement – Incorporating direct community input into specific aspects of the training given to new recruits across the service. This community-led training is made possible by an additional investment of c£1m per year for three years*
3. *Contract renewals – the renewal of our travel contract and renewal of our NUMS contract within Met Operations*
4. *Corporate campaigns – the delivery of our Leading for London inclusive leadership programme*
5. *Procurement activity - the procurement of an additional 24 EasyLift Terminals (forensics) which have been developed by the Met*
6. *Technology development – the development and rollout of a Covid-19 FPN Application*

3.17. As a consequence of the baselining exercise (and wider Calam implementation) we are now able to better understand the steps required to more fully and sustainably implement linked recommendations in relation to a differentiated approach to change. This will help give Management Board better visibility of a balanced portfolio of change aligned to our strategy Met Direction, and ensure the Met is managing this combined investment well and achieving appropriate levels of benefits2.

3.18. The differentiated approach to change is one of the more complex areas of work being undertaken as part of the Met's response to the Calam review. Whilst not unconnected, the following are two examples of more discrete pieces of work carried out to date.

1. An expanded front door process for initiating new change activity: The Met's front door process has historically been focused on introducing

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[2] The current and expanded view of enterprise change will be provided at the Oversight Board.

new projects and programmes into the formal transformation portfolio. In April this year a revised Met-wide Front Door was launched. It is chaired by the DAC for Corporate Services, has a refreshed terms of reference and an operational senior membership, both of which strengthen alignment with the business design authority.

The new front door process is a light touch, Met-wide gateway which "nurtures innovation, and provides alignment, assurance and visibility across the spectrum of business change, development and innovation."[3] The process "supports the Met's overall business planning process; helping to schedule and to initiate new change activity. This is done on the basis of how desirable, deliverable and affordable that change activity is considered to be."[4]

2. **Launch of Cohort Two for the Shaping Transformation Leadership Programme:** The Calam stocktake made a range of recommendations in relation to leadership capability in relation to change. These ranged from the immediate and practical (providing letters of responsibility for SROs) through to a requirement for more complex and long-term work.

3.19. One clear demonstration of our ongoing commitment to support senior leaders in working in change is the creation of a high level design for a second cohort for the Shaping Transformation Leadership Programme (STLP) overseen by PMG. The aim of this programme is to support the development of strong transformational leaders who are knowledgeable in key transformation skills and also have the behaviours needed to direct, design, control and lead transformation now and in the future. Cohort two is aiming to commence in October 2021, after detailed design.

4. Equalities and Diversity Issues

4.1. There are no equality and diversity issues raised in this update paper on transformation and change.

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[3] Front Door Terms of Reference – April 2021
[4] Ibid