

**MOPAC**MAYOR OF LONDON  
OFFICE FOR POLICING AND CRIME

# MPS-MOPAC JOINT AUDIT PANEL

## 4 July 2022

### MPS Transformation Update

Report by: Michelle Thorp, Transformation Director

#### Report Summary

##### **Overall Summary of the Purpose of the Report**

The Met continues to undergo significant transformation at scale with major IT-enabled change to be delivered in the year ahead, with major changes coming up including the Learning Management System, which is on track to go live this August and CONNECT (the Met's largest IT transformation programme) with Drop 1 Go live (for Case, Custody & Property) in November, for this major change initiative following a very positive external assurance review this month.

This paper provides an overview of recent delivery and current and future plans along with an overview of our approach to risk and benefits management.

This report also includes the role of Transformation in taking forward the Calam recommendations to provide an Enterprise Wide View of Change (EWOC). (NB A report on "Implementing recommendations from the Stocktake Review of Change in the Met" was provided to Audit Panel in March by Bidisha Kondal, Director in Corporate Services and therefore this paper focuses on the differentiated approach to an EWOC).

##### **Key Considerations for the Panel**

The transformation portfolio consists of over 40 projects and workstreams, currently delivered through 7 programmes, a Flexible Service Portfolio for medium-low complexity projects, Operating Model Effectiveness team and MetX, which provides support for innovation and proof of concepts. Change investment to date has allowed us to provide current services more efficiently and invest in new and existing capabilities that will improve our effectiveness.

In her review of Met Capability, Mary Calam recommended, and the Management Board agreed, to establish a Met-wide view of differentiated change. We have led this work from Transformation, which will provide Management Board with an overview of change impact across the Met, so that we can identify sequencing clashes and understand impact of change; resolve duplication; identify and resolve risk or change overload; and understand change impact and assess progress toward the 2029 Blueprint. This work has progressed over the past months and a first version EWOC was signed off by the Management Board at a Portfolio Investment Board meeting in May. Phase 2 development work is well underway to

further refine and automate data collection, now that principles have been established and developed.

We continue to provide robust best practice programmatic control to deliver complex change. And this will be accompanied by the evolution of our change delivery services to provide support where it is needed, proportionate to size and risk, as we continue to work with our partners to deliver better, more inclusive service to the public.

This includes continuing work to build in house capability across the Met, deliver smaller, less complex projects quicker and simpler, and adopt more agile approaches to delivery, including for the next generation of Business Support Services (currently in its discovery phase of development), Resource Management and increasingly across other projects.

**Interdependencies/Cross Cutting Issues**

None apparent to the author.

**Recommendations**

The Audit Panel is recommended to:

- a. Note the content of the paper.
- b. Note the direction of travel for Transformation activity.

## Supporting Information

### 1.1. Background

Since the last report in October 2021, the portfolio has continued to deliver improvements as well as progress the development of complex IT-enabled change.

Our Portfolio Delivery Confidence Assessment (DCA) remains Amber/Red, reflecting this complexity and the current delivery stage of the portfolio overall. CONNECT is making good progress after triggering its Go-Live Readiness Gate (commencing of the scheduling of training) in May, and has just received a very strong report from an external assurance review team this last month.

The Learning Management System is also on track as it goes through testing with planned go live on 22 August.

Adopting a robust approach to portfolio management ensured the pro-active management of the risks and challenges facing the Command and Control project. Existing governance flagged the issue of slippage early, allowing the dedicated Management Board level Steering Group to review the options around the revised sequencing of CONNECT and Command and Control, to manage the impact on sequencing, and delivery of training 'load' and abstractions.

Command and Control's revised plans have now been agreed and the sequencing of deployment between CONNECT and Command and Control finalised and approved following this full and comprehensive options analysis, which was completed at pace.

In light of the Calam Review recommendation for a differentiated approach to change, we have developed a new service offering that provides support to low-medium complexity projects within the portfolio and commenced a project to provide us with an Enterprise-Wide View of change activity across the Met.

Consistent with this, we are adopting more agile or hybrid approaches to delivery where it makes sense to do so – ensuring we better meet user needs in more effective ways of delivery. This is being applied in work on developing the Business Support Services - Second Generation project (which is currently in a Discovery Phase) and for the Resource Management project and is increasingly being considered more widely across the portfolio, with training being developed in tandem.

Our achievements in these last few months include:

- Transforming Investigations & Prosecutions
  - Forensics Remote Search & Review Early Adopters phase is now complete, with end-to-end validation of a live case.
  - Intelligence Operating Model implementation has recruited the skilled specialists it needs.
- Learning Transformation
  - First Initial Police Learning & Development Program (IPLDP): The first cohort of 49 recruits joined their BCUs and began operational duties.

- The IPLDP pathway enhanced to ensure consistency of learning and operational experience with Police Constable Degree Apprenticeship (PCDA) and Degree Holder Entry Program (DHEP) pathways.
- Estate Transformation
  - BCU Phase 1 buildings completed with all 15 buildings delivered on time and within budget: Acton PS, Edmonton PS, Colindale PS, Ilford PS, Peckham, Twickenham, Hounslow PS, Islington PS, Croydon PS, Lewisham, Havering Patrol Base, Kingston PS, Stoke Newington, Bethnal Green PS, Brixton PS
- Growing the Met
  - Deployment of new year 2 Growth Units (1,426 officers) commenced – we continue to utilise officer uplift to increase capacity and capability across the Met.
  - Specialist Crime have established two Homicide Teams as permanent teams, and launched three new Economic Crime teams to tackle serious and organised crime. Taskforce have been uplifted to help meet significant increases in demand, and Learning & Development have been uplifted to support the growing officer workforce.
- Flexible Service Portfolio (FSP)
  - Successfully launched the first 12 Neighbourhood Town Centre Teams on each BCU. These teams are part of the Met's year 2 officer uplift, and are based permanently in areas where there is high footfall to increase proactive policing, visibility and confidence.
  - Rolled-out THRIVE+ training to all frontline officers to support officers to make effective operational and investigative decisions. 25,876 frontline officers have done the THRIVE+ training, exceeding the initial target of 25,000 set by the Project Executive.
  - Created new Digital Media Investigator roles on 3 BCUs to provide specialist digital support to investigations. These teams are part of the Met's year 2 officer uplift and the remaining 9 BCUs will have these roles in March 2022.
- Enterprise-wide View of Change
  - This project shines a light on the 300+ wider change activities across the Met, but with minimal bureaucracy.

## **1.2. Calam update and the role of transformation**

The independent strategic stocktake undertaken by Mary Calam highlighted the need for a differentiated approach to change and an Enterprise Wide view of Change across the Met.

At the end of last year, we launched a differentiated approach to change and explained the range of services we provide as part of the first iteration of the **Met Changebook**. This included a flexible service offer, providing support that is proportionate to need.

Work was then progressed to help give Management Board better visibility of a balanced **Enterprise Wide View of Change (EWOC)**, and ensure the Met is managing this combined investment well and achieving appropriate levels of benefits.

Over the first quarter of the year, the EWOC project team has engaged across 49 teams, 24 of whom have identified projects in scope. At the end of May, this work had identified over 300 projects that are currently under way, including 32 national projects. Dashboards have been compiled in the Met Performance framework. The dashboards currently show project-type, business owner, delivery confidence, impact schedule, and a priority group of projects for a more detailed review.

While data quality needs to be improved, it is already possible to draw conclusions about the immediate benefits of a Portfolio approach. For the first time we have brought together a picture of change across the Met Management of the full scope of change activity to deliver Board objectives will be the responsibility of the Portfolio Management Group (PMG), which has recently agreed to expand its membership to include more business representation. Recognising that there are a number of portfolios of change already across the Met, PMG agreed that the individual Portfolios continue to operate as they currently do, managing and retaining responsibility for their projects. They will, however, be asked on a quarterly basis to report into the EWOC for presentation to PIB, and PMG will be asked to consider scheduling impacts across the whole change portfolio.

There are two additional pieces of work the complement EWOC: an assessment of future anticipated change (programmes of work we know we need to undertake to respond to contract end dates for example); and an assessment of EWOC and the anticipated change and how it stacks up against delivery of the Blueprint 2029 Capabilities.

This work will continue to progress over the coming months, reporting to PIB in July.

### **1.3. Transformation for 2022/23 and beyond**

We continue to have an ambitious transformation agenda as we develop our enterprise wide view of change and associated services, placing the user and the public at the heart of what we do.

#### **Changes planned over the next 15 months include:**

- The transformation of Learning and Development in line with our 2025 strategy, creating a learning organisation to increase our agility to adapt and develop new skills at pace and development of Communities of Practice to improve

Continuous Professional Development opportunities. This will also include the implementation of a new Learning Management System to maintain learner records and skills information.

- Progress in developing the implementation of CONNECT, our integrated technology platform to consolidate nine of our legacy systems into one. The technical design, delivery and configuration of the system is well underway and significant business change activity is taking place, working with all areas of the business to ensure that we have appropriate plans and training in place to ensure that officers and staff are well prepared to adopt and use the system.
- The phased implementation of our Command and Control system and redesign of our operating model to integrate local, specialist and central command services to ensure we can flex our resources dynamically to meet the needs of London and to mobilise to meet the most challenging situations.
- The introduction of an enhanced Resource Management capability to enable the effective and efficient use of resources across the organisation, providing better utilisation of resources on priority areas and delivering greater agility, responsiveness and resilience to meet demand.
- Ongoing modernisation of forensic services by continuing to roll out pilot initiatives and delivering new digital capabilities. Remote Search and Review will be rolled out at an enterprise level, improving the ability of officers to extract and analyse digital data and use it to drive positive outcomes in court. Real time DNA will be piloted for a six-month period in six custody suites, reducing processing time for DNA profiles and allowing for the identification of outstanding offences whilst a suspect is in custody.
- The continuation of our estates programme to invest in the quality of the estate to build modern, flexible workplaces that support smarter working and improved collaboration. In parallel, work will continue to introduce smarter, flexible working initiatives and technology to optimise the use of our buildings. This will allow us to ensure that, as we dispose of some of our buildings, we continue to have buildings that are fit for purpose and in the right locations across London.
- The ongoing creation of a new Counter Terrorism and Organised Crime (CTOC) Hub allowing CTOC teams to be brought together in one location, providing increased flexibility and interoperability to respond to changing threats.
- Further review of how our critical operational support functions provide effective support to officers and staff with initial focus on the provision of an improved and sustainable model for Fleet services.
- Initial work to scope and consider the future arrangements for Business Support Services (BSS), which are currently managed by the provider Shared Services Connected Limited (SSCL).
- To deploy officers into the new growth units that we are creating from the Met's 2021/22 officer uplift. We have invested in learning & development to ensure that we can continue to deliver core training for a larger workforce and support an increase in new recruits. We have also launched a new career management

service to support career development and enhance our Outreach Teams to recruit more candidates from diverse backgrounds in support of the Mayor's Action Plan.

- Operation Soteria – Agreed 93 recommendation for the Met's approach to rape and serious sexual offences. Planning is underway to agree how to take these recommendations forward via Public Protection Board.
- Mental Health – Collaboration continues with the NHS to develop a business case to improve access to mental health clinicians.
- Firearms Asset Management System – Refurbishments have commenced and the project is on-track to go-live with a new more efficient asset management system from June.

#### **1.4. Our approach to Risk Management**

The MPS transformation portfolio continues to maintain a consistent approach to risk management for identifying, assessing, managing and escalating risks in line with our Corporate Risk guidelines and standards. This allows us to provide a proactive approach to the management of our risks, ensuring they are dealt with in a timely and cost-effective manner.

The risk of a dip in operational performance during critical change remains a high focus, which we are controlling by the regular, close attention to the schedule and monitoring the ability of the Met to receive change.

##### *Portfolio risk management*

- The Portfolio level risk management process focuses on cross-cutting risks that typically affect multiple projects and require management at the portfolio leadership level.
- The responsibility for the management of these risks lies with the Transformation Director, supported by working leads. The Portfolio Office Risk lead reviews portfolio risks with the working leads on a monthly basis, providing updates on control actions, checking and updating risk scores, and reporting on progress and trends to the Portfolio Management Group.
- We have an assurance process to review programme risk logs on a monthly basis and review whether any high-scoring risks need to be escalated.

##### *Programme/project risk management*

- This portfolio level approach is mirrored by the management and assurance of programme/project risks.
- Programme risks are managed and reviewed regularly by programme managers and reported monthly to programme board meetings that are chaired

by the Senior Responsible Owners (SROs). Project risks are also managed regularly and reported to project boards that are overseen by the programme manager.

### **1.5. Our approach to Benefits Management**

Our benefits management framework is embedded across the portfolio. The following outlines our monitoring arrangements:

- Our Portfolio Benefits Register Provides oversight of all benefits. Impact of any slippage is monitored and noted in regular monthly reporting, and appropriate mitigations are discussed with programmes to ensure the threat is being addressed and managed appropriately.
- A Portfolio Report is published internally to the Portfolio Management Group and quarterly to the Portfolio Investment Board to ensure appropriate oversight of benefits.

## **2. Equality and Diversity Impact**

Equality and diversity impacts are assessed by programmes and projects on a case by case basis. There are no additional equality or diversity impacts arising from this paper.

## **3. Financial Implications**

This work has financial implications in the Met but there are no additional implications arising from this paper.

## **4. Legal Implications**

Legal implications are considered by programmes and projects on a case by case basis. There are no specific legal implications arising from this paper.

## **5. Risk Implications**

See paragraph 1.4 above

## **6. Contact Details**

Report author: Tony Spencer

## **7. Appendices and Background Papers**

**Appendix 1 – Risks and Benefits – Official Sensitive**