

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

# MPS-MOPAC JOINT AUDIT PANEL

## 4 October 2021

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### MPS Transformation Update

Report by: Michelle Thorp, Transformation Director

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#### Report Summary

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

The Met continues to undergo significant transformation at scale. The paper provides an overview of recent delivery and current and future plans along with an overview of our approach to risk and benefits management.

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

The transformation portfolio consists of over 30 projects, currently delivered through 8 programmes and a Flexible Service Offer (for medium-low complexity projects), which has already delivered considerable benefits for the Met. Changes to date have allowed us to manage rising demand with fewer resources and invest in new and existing capabilities that will improve our effectiveness. During 2021 delivery of transformational changes has continued to be achieved at pace against the backdrop of COVID-19.

And in growing the Met, designs have been approved for all of the 1,344 officer posts that the Met was allocated from the National Police Uplift Programme in 2021/22. These new units will benefit every business group in the Met and help us expand our operational reach in reducing violent crime, increasing judicial disposals and increasing public confidence.

2021 and 2022 continues to deliver significant change with a strong technology focus which will not only replace existing systems with more modern, integrated solutions but will also allow us to work more effectively both internally within the Met and with our partners to deliver a better service to the public.

##### **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

The last report in January 2021 covered the significant achievements from 2014 to January 2021 and these are not repeated here. Over the last 9 months, the portfolio has continued to deliver improvements as well as progress the development of complex IT-enabled change, e.g. CONNECT. 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. These changes include:

- Meeting our growth target of 1,369 additional officers by March 2021. With violent crime being the foremost operational priority, the first year of growth posts were used to create new BCU Violence Suppression Units to tackle street violence on a local level (launched in May 2020) and new BCU Predatory Offender Units to tackle high harm offenders (launched in November 2020). We were also able to make the Taser Delivery & Instructional Team and Specialist Crime Viper teams permanent, as well as increasing the capacity of our Case Management Teams.
- Modelling and planning the allocation of 650 officers in our neighbourhood teams, balancing the allocation between 500 newly formed Town Centre Teams and 150 Dedicated Ward Officers, delivering value across London.
- The introduction of the Single Online Home (SOH) has been a ground breaking collaborative transformation project; enabling citizens to report incidents, complete transactional services and view local policing information. Londoners have embraced digital contact in policing, with 365,039 online reports via the SOH website (2020) and more than 2 million messages via Social Media Channels.
- The introduction of LifeX is helping MetCC operators respond faster to incidents by providing a new integrated telephony and radio communication system.
- The launch of Operation Aegis which provides mentoring and training to officers of all ranks across the boroughs to improve their knowledge, capability, confidence and performance in handling cases such as missing persons, child and domestic abuse, rape and serious sexual offences.
- The creation of 32 locally based IIOC teams across the Met who have the skills, equipment and welfare support to investigate the growing volume of indecent on-line images.
- We have completed a pathfinder for Magnet Review (Forensic Search & Review system), providing a new capability to allow more efficient searching and analysis of data extracted from mobile phones and similar devices. This is expected to provide a 50% time saving and allows for a

more targeted approach to searching data and capability to record the review strategy, improving compliance with Data Protection legislation and the Attorney Generals Disclosure Guidelines.

- To improve drugs analysis effectiveness and efficiency, the Rapid Drugs Service has been rolled-out, which can turn around evidential drugs packages within four hours for cases with suspects in custody.
- The implementation of the Police Education Qualification Framework (PEQF), which will equip future officers with the skills and knowledge to meet the challenges of modern policing. This is a national programme that provides two new entry routes into the Met - a three-year degree level programme and an accreditation route for existing degree holders, provided in partnership with four London universities. The Met welcomed the first intake of recruits in January 2021 and after initial Street Duties training, the new recruits were deployed to their boroughs in April 2021.
- Launching a new digital course for full access to the Police National Computer (PNC). The new online approach allows individuals to complete the training at their own pace and removes the need for officers and staff to travel and spend 3-4 days in a classroom.
- Delivering the first modules of the Digital Investigation project learning videos. These modules increase capability and knowledge by providing step by step help with digital scene management, including how to preserve digital evidence and devices, routers and drones.
- Completing the £8.4m refurbishment at Newlands Park, enabling over 400 staff to be relocated to this newly fit for purpose facility. This is a key step towards maintaining the timeline for the creation of the Counter Terrorism Operations Centre (CTOC).
- Agreeing the Cobalt Square Refurbishment Design with users, with procurement to commence later this year. The site will be the new base for tackling organised crime.
- Completion of construction at Colindale Police Station which has improved the overall level of accommodation for officers and staff, directly supporting the introduction of more flexible ways of working.
- Launching Risk Terrain Modelling (RTM), which provides officers with statistical testing of crime factors and drivers in their locality.
- Delivering an electronic integrated covert authorities system, replacing a paper based system. This change impacts on all MPS Investigators and was successful thanks to extensive communication and training.

- Delivering THRIVE+ awareness training to over 200 Street Duties tutors on MS Teams, allowing all new recruits to apply consistent decision-making principles in BCUs.

## **1.2. Transformation for 2021 and beyond**

We continue to have an ambitious transformation portfolio going forward. Aligned to the Met's strategy, and delivered through robust programmatic controls, our programmes will safeguard delivery of the large capital investments we are making and secure significant improvements to our capability and effectiveness (in addition to improving efficiency).

### **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.
- 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. Work continues to explore more flexible, blended approaches to working from home and use of the workplace. 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).
- 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.
- 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. We will be launching a number of other units from October 2021 to March 2022, including new Neighbourhood Town Centre Teams, new units to tackle Serious & Organised Crime, and additional Taskforce capacity to manage demand increases. We are also commencing planning for the Met's 2022/23 officer uplift, informed by a broader target operating model review and the Met's wider business plan.

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

The MPS transformation portfolio has 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. This feeds

into the associated Corporate Risk owned by the Deputy Commissioner, on which we report regular progress.

*Portfolio risk management*

- The Portfolio level risk management process focuses on cross-cutting risks that impact our ability to achieve the transformation programmes' objectives. These risks typically affect multiple programmes 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 such as the Head of Portfolio Delivery or the Head of Business Change. The Portfolio Office Risk lead reviews portfolio risks with the working leads on a monthly basis, providing updates on control actions, checking and updating / maintaining their scores, and reporting on progress 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.
- Robust assurance reviews are in place and provide independent assessments for programmes and projects at key stages in their lifecycle.
- Programme dashboards are provided to the internal Portfolio Management Group and this gives an overall summary assessment of the main delivery risks and overall programme level risk rating for the month.

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

Our benefits management framework is embedded across the portfolio. Robust assurance reviews are in place and provide independent assessments for programmes at key stages in their lifecycle. This allows a deeper scrutiny into benefit delivery and gives clarity and guidance to programmes on good practices in benefits management. The following outlines our monitoring arrangements:

- Our Portfolio Benefits Register gives oversight of all benefits. Impact of any slippage is monitored and noted in the portfolio risk register. Mitigation is 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 Portfolio Investment Board on a monthly basis which provides an 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 1.3 above

**6. Contact Details**

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**7. Appendices and Background Papers**

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