

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

# MPS-MOPAC JOINT AUDIT PANEL

## 18 January 2021

### MPS Transformation Update

Report by: Assistant Commissioner Matt Jukes, Transformation

#### 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 80 projects, currently delivered through 10 programmes and 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 2020 delivery of transformational changes was against the backdrop of COVID-19. We have successfully continued to deliver change at pace whilst implementing new ways of working, including the need for remote working.

In 2020 we received our initial allocation of funding for the growth of 1,369 officers. This has allowed us to develop five key areas, focusing on proactivity, visibility and local support including the development of new units to focus on violent crime. It also allowed us to deploy posts against areas where we were previously carrying vacancies. The second year of growth was confirmed by Government in December 2020 and we await final confirmation of the Met's allocation. Work is underway with Management Board to determine the priorities that this allocation will be used to support.

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. The implementation of the CONNECT system was scheduled to start in 2021 but has experienced some delays which the supplier attributes to COVID-19. Work to understand the impact on the delivery schedule is currently underway but it is likely that this may now be later in 2021 or into 2022.

##### **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

During the period 2014 to the end of 2020, some of the changes the Met has introduced include:

- Driving significant efficiency savings in back office services, reducing in-house police staff roles by 4,000 whilst protecting front line policing as best we can. HR and finance transactional services have been outsourced, driving savings and providing a modern IT platform, which is capable of use by other forces to maximise economies of scale.
- Transforming the way that the public can access policing services. This has included the launch of a new website providing the ability to report crimes online and containing crime data and crime prevention advice specific to local areas. 14,500 online forms are now received each month with over 17% of all notifiable offences now being reported via this channel. The website has also been adopted by 20 other UK forces.
- Launching a Telephone and Digital Investigation Unit, which now deals with nearly 50% of all MPS recorded crime. Cases are allocated based on risk and seriousness and the likely investigative opportunity. The cases which this unit deal with would previously have been passed onto boroughs for deployment of response officers. This change has therefore allowed response teams to focus their efforts more effectively.
- Brigading local policing from 32 boroughs into 12 borough command units (BCUs). The new model, when fully staffed, will enhance Safeguarding provision by providing an additional 240 officers working in areas such as mental health, child exploitation and missing persons investigations. This has boosted proactive capability and preventative ward-based policing, with two Dedicated Ward Officers (DWOs) in every ward and enhanced provision within schools. A new investigative model has been introduced with most crimes now being investigated by first responders. This reduces hand-offs between different Met teams dealing with cases, providing an improved service for victims. To further enhance this model, intelligence resources have also been embedded into BCUs to provide a more coordinated local and central intelligence picture for serious violence and vulnerability, with positive early results.
- Restructuring Specialist Crime teams to provide an improved response to serious and organised crime across London and at a Regional and National level. To build on the local policing model, four Specialist Crime hubs have been aligned to BCUs to provide proactive and reactive response to organised crime. Central Specialist Crime Services brings together experts to focus on vulnerability, cyber, fraud and offender management. The model is supported by a new tasking process to provide greater oversight and coordination of specialist crime resources against MPS Control Strategy priorities.
- Rolling out new technology to staff and front line officers including over 36,000 laptops and tablets and 22,000 Body Worn Video enabling more

agile working and improving visibility and public confidence. This also included an upgrade to tablets and Body Worn Video during 2020.

- The launch of a Met-wide Rapid Drugs service to allow fast time analysis of seized drugs from suspects in custody to increase the chance of charges for Possession With Intent to Supply (PWIT) Cases.
- Further pilots for changes in forensics to continue to innovate and meet increases in demand for forensic services. This included the pathfinder for Remote Search and Review capability, allowing easier searching and analysis of data extracted from mobile phones and similar devices.
- Implementation and ongoing development of the Data Office to allow us to better manage compliance responsibilities, improve data quality and operational effectiveness and seize opportunities to innovate with advanced data techniques to help us predict, prevent and intervene in crime.
- The launch of MetInsights, a crime data and searching tool rolled out to Neighbourhood teams across the Met, providing users with the capability to perform simple and complex data searches.
- The roll out of LinkedIn Learning to all officers and staff providing them with self-service access to a wealth of training material and providing us with a platform to host our own training, tailored to meet local and operational requirements.
- The implementation of a new local L&D model to support new recruits as they complete their initial training period and start a period of 'Street Duties' as probationers to receive on the job training.
- Preparation for the implementation of the Police Education Qualification Framework (PEQF) to equip future officers with the skills and knowledge to meet the challenges of modern policing. This is a national programme which will provide 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. Recruitment commenced in March 2020 for the Police Constable Degree Apprenticeship and the Degree Holder Entry Programme.
- The implementation of our first year of officer growth which saw an increase of 1,369 officers was intended to bring total officer numbers to 32,369 by March 2021. Success in recruitment meant that the initial growth target of 1,369 was achieved early. With violent crime being the foremost operational priority, the first year of growth posts were used to support the setup of new BCU Violence Suppression Units (launched in May 2020) and new BCU Predatory Offender Units (live in November 2020). We were also able to make the Taser Delivery and Instructional Team and Op Viper teams within Specialist Crime permanent as well as increasing the capacity of our Case Management Teams with posts expected to be filled by February 2021. The remaining posts were used to fill vacancies that existed, make existing designs permanent and provide the learning and development support for growth.

## 1.2. Transformation from 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).

This is against the continued backdrop of growth in officer numbers. The second year of growth was confirmed by Government in December 2020 and we await final confirmation of the Met's allocation. Work is underway with Management Board to determine the priorities that this allocation will be used to support.

### Changes planned for 2021 include:

- The continued implementation of the Police Education Qualification Framework (PEQF). The Police Constable Degree Apprenticeship and the Degree Holder Entry Programme will go live in January 2021 with intakes starting in April 2021.
- 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 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 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 to define the longer term estate strategy is underway, taking into account growth in officer numbers and the roles that they will undertake. Work continued to explore more flexible, blended approaches to working from home and use of workplaces. 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.

**Key changes planned for 2022 include:**

- 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 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.

### **1.3. Risk and Benefit Management**

#### **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.

#### 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.

### **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.
- Benefits Status Reports are published internally to the Transformation Directorate - Senior Leadership Team every quarter.
- Programme dashboards are provided to the internal Portfolio Management Group and this gives an overall summary assessment of the benefits delivery confidence. In addition 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, Benefits and Budgets – Official Sensitive