

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

## MPS-MOPAC JOINT AUDIT PANEL

### 28 March 2022

## Implementing recommendations from the Stocktake Review of Change in the Met

Report by: Bidisha Kondal, Director in Corporate Services

### Report Summary

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

This paper provides an overview of the progress in implementing the Calam recommendations. The approach to implementing the recommendations has been evolutionary to build on the positive foundations that already existed in delivering organisational change in the Met.

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

Significant and successful progress has been made in implementing its 32 recommendations with clear outputs produced for over 95% of them (Appendix 1). Only two still require final outputs and are being progressed. As requested, further information has also been provided on some Calam implementation successes, the role of CPIC as a recommendation and the impact Calam has had on the Transformation Portfolio.

A small number of Calam recommendations are still creating further outputs due to the longer term nature of their implementation and complexity, and are led and owned by relevant lead functional areas. For example in implementing the recommendations from the Calam Review, the Enterprise-Wide View of Change Project led by the Transformation Directorate which aims to complete in Spring, will help us to shine a light on the wider change activity across the Met, but with minimal bureaucracy.

The implementation of the Calam recommendations is helping deliver effective change improvements for the public in meeting our strategic aims in the Met Direction and making progress towards the achievement of our ambitious Blueprint 2029 proposals, as we continue to work with our partners to deliver better, more inclusive service to the public.

#### **Interdependencies/Cross Cutting Issues**

Nothing further to add since the September 2021 update.

**Recommendations**

The Audit Panel is recommended to:

- a. Note the progress made for each recommendation and examples of success areas. Note a few Calam recommendations are still being progressed due to the longer term nature of their implementation.

**1. Supporting Information****Background to the 'Calam Stocktake'**

- a. An independent strategic stocktake of how the Met manages organisational change was undertaken by Mary Calam in July 2020. It produced 32 recommendations to help further improve the effectiveness of delivering change, transformation and grow new capabilities to meet the ambitions of Met Direction. All the recommendations were accepted by the MPS Management Board and have varied in scale, complexity and resourcing requirements to deliver effectively.
- b. A Calam Steering Group has provided governance over the implementation of Calam meeting on a monthly interval since December 2020. Significant and successful progress on implementation has been made with clear outputs produced for over 95% of the recommendations by November 2021, after which the Steering Group governance concluded.
- c. There are a few Calam recommendations which are still being progressed, being led and owned by relevant lead functional areas due to the longer term nature of their implementation. Bidisha Kondal will remain as the Sponsor of Calam and will ensure that the remaining recommendations are implemented.

**Comprehensive overview of implementation and progress since September 2021**

- d. The approach to implementing the recommendations has deliberately been through evolution, to ensure we build on the positive foundations that exist. This step-by-step approach has been taken to build collective confidence, and has involved collaborative working across Corporate Services, Professionalism, and Digital Policing. Clear outputs have been achieved against the 32 recommendations, and the implementation work created seven clear outcome statements:
  - I. A clearer long term vision for what transformation is required through the 2020s;
  - II. An enhanced approach to initiating change activity; providing greater visibility and join-up with the business planning cycle;
  - III. An easy-to-understand model for different types of change in the Met, which enables decisions to be made based on complexity and capacity;
  - IV. A greater appreciation of the contribution of continuous improvement and experimentation to how change is delivered in the Met;

- V. A Met-wide view of transformation, with more flexible forms of support to priority mandated projects across the organisation;
  - VI. Improved leadership, sponsorship and accountability for change; and
  - VII. A greater focus on the right skillset and mind-set needed to thrive in relation to organisational change.
- e. Appendix 1 at the end of this report provides a summary of each recommendation, and what exact deliverables / outputs have been achieved. There are only two recommendations out of the 32 that still require final outputs and an update on progress is:
- **Recommendation 23 Identify training packages to develop skills in extracting and presenting insights and explore options to bring in secondees with these skills to help build capability internally.** This work is in progress, and the agreed approach was always to create a small pilot in partnership with a Government Department to access insight / reporting writing training from the Civil Service Learning curriculum. Throughout 2021 discussions took place between the Met, Cabinet Office and Home Office, however none are able to successfully sponsor this request and create a commercially compliant route to access this training. We have therefore decided that we should pilot a private sector course, and a new training request was submitted to the Learning and Development gateway for their consideration in February 2022.
  - **Recommendation 25 PMG should ensure that training requirements generated by programmes and projects are identified early enough, adequate resourcing allocated and timings considered, in collaboration with L&D.** This work is being led by the Director of Learning and forms part of the successful implementation of the new learning target operating model through Programme 8. The work which is in progress, will introduce business engagement resources to work with the business areas, SROs and Project Executives to ensure this recommendation is achieved.
- f. Some Calam implementation successes to highlight include:
- **An organisational blueprint for 2029:** Following lengthy engagement across the Met (and with the wider Executive in Hendon), the 2029 Blueprint was approved at PIB in summer 2021. Strategy and Governance are now working with Transformation to create a summary version that can “speak” to a wider internal audience, and to discuss the next steps to socialise the document. In addition, work will be undertaken within Corporate Services to reflect how the Met should develop the 2029 capabilities that we expect the organisation, officers, and staff, to need in the next decade.
  - **A differentiated approach to change and the launch of the Met Changebook:** One of the most complex areas for implementation has been to define the four layers of change: incremental, experimental, mandate and transformational, including what the general indicators for each layer should be and an easy to use risk assessment process underpinning it. A flexible service offer is also now available from Transformation Directorate, after being piloted

to support some projects in Business Groups within the mandate layer of change.

The differentiated approach and other aspects of Calam implementation have all now been laid out simply and concisely in the first iteration of the Met's Changebook, which was sent to all senior leaders in the Met in November 2021 to help support them to deliver effective change. Positive feedback has been received, and work is now being progressed at pace by the Director of Transformation to help give Management Board better visibility of a 'Enterprise Wide View of Change' to ensure a balanced portfolio of change aligned to our strategy Met Direction. This will also further ensure the Met is managing this combined investment well and achieving appropriate levels of benefits.

- **An enhanced approach to business planning:** Considerable work has been led by the Director of Strategy and Governance to introduce an enhanced approach to business planning during 2021/22 geared towards improving our central coordination, prioritisation and decision making. After the five challenge areas were identified by Board in September 2021 (detections, violence against women and girls, digital and data, making it easier for staff and officer to be more productive, and openness, accountability and trust), a number of steps have been undertaken aligning the outcomes of engagement with Chief Officer Groups and SLTs. Deliverables continue, with clear plans expected for each of the five challenge areas led by a Board member and Corporate Services lead. The Operating Model 2025 work will also form conclusions and provide Board visibility as to future pressure points, dependencies and a finer grain on performance issues across particular commands. The next Business Plan is due to be published in May 2022, and whilst this is the first year of enhanced business planning Corporate Services will be looking to bring budget setting and planning closer, earlier, for financial year 2022/23.
- **A refreshed Shaping Transformation Leadership Programme (STLP):** 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. One clear demonstration of our ongoing commitment to support senior leaders in working in change is the second cohort launch of the Shaping Transformation Leadership Programme (STLP). 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 launched in January and will complete in December 2022.

#### **Recommendation 24 addressing the role of CPIC**

- g. The Audit Panel has asked for specific information relating to the implementation of Recommendation 24: The Met should continue to strengthen and clarify the role of Continuous Policing Improvement Command (CPIC) and to communicate that

role more strongly across the Met. Two parts of this recommendation were taken forward<sup>1</sup>:

- **Articulating more clearly the criteria for allocation and prioritisation of CPIC support:** The Calam implementation helped the CPIC team articulate more clearly and simply what their service offer is to the organisation (i.e. who they are, what they can do, who they help and how to access their tasking). The Head of CPIC has used this work, alongside a clear communication strategy to communicate this across the Met, for example directly to DACs, Heads of Profession (their Tier 1 customers) and other senior leaders. Work has also been done to improve the CPIC tasking system and processes, using bespoke software to ensure resources are being prioritised in the best way to support Lead Responsible Officers working to the Heads of Profession. KPIs for each of the CPIC sub-teams have also been established agreed with the LROs, which are now monitored regularly by the CPIC leadership. In addition work has also been taken forwards by the Head of CPIC to establish a new Organisational Learning (OL), Research and Continuous Improvement Team, and was approved in early 2021 from within existing CPIC budget. This new team and its services are being implemented now.
- **Developing a tool/platform to consolidate and track all continuous improvement requirements (e.g. recommendations from HMICFRS, coroners, public inquiries, IOPC, professional standards):** The Organisational Learning, Research and Continuous Improvement Team is developing structures, systems and processes to grip organisational learning (OL) across the MPS. The implementation is focused on four areas – implementing the OL framework; systemising information, knowledge and memory; learning from high harm/risk; and embedding a culture of learning. CPIC are establishing local BCU and OCU OL Hubs to ensure action learning, and creating a systemised environment through Microsoft 365 / SharePoint including the build of an OL App and thematic microsites to ensure knowledge is held and accessible. The CPIC team area also supporting Gold Groups to capture and action learning, and are co-ordinating high harm/risk learning across Department of Professional Standards (DPS), Department of Legal Service (DLS), Inquiry, Review and Support Command (IRSC) and Specialist Crime Review Group (SCRG). CPIC are working to create a culture that supports learning and becoming a learning organisation, currently through local ‘psychological safety’ engagement. Ongoing governance of this work is through the Organisational Learning Board, chaired by AC Ball.

### **Key impact of Calam on the Transformation Portfolio**

- h. The key impact on the Transformation Portfolio has been the implementation of the differentiated approach to change, as described above and now ensuring that Transformation Directorate create a more expanded view of the Portfolio through the Enterprise Wide View of Change; Operating Model 2025 and the Blueprint

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<sup>1</sup> Due to the TOM 2025 work being undertaken in parallel, it was agreed that the other parts of this recommendation (CPIC to take responsibility for enterprise programme closure and second line of defence in enterprise wide assurance i.e. ensuring compliance with new operating model) should not be taken forwards by CPIC at this time.

2029. Benefits for doing so and why this change is needed are now understood and being implemented. An Enterprise-wide view of change will shine a light on change activity and improvements across the Met and help ensure effective delivery and adoption across other areas, enabling learning and best practices to be shared.

**2. Equality and Diversity Impact**

Delivering change and transformation well is a crucial aspect of building trust in our services to Londoners. It is important that change is delivered in a professional way, and through the Calam implementation a more differentiated approach to change has been defined. This helps create some common standards, a shared language and also recognises the importance of ethics in change, along with good governance. This work will continued to be matured by the Transformation Directorate, with further best practice designed, communicated and implemented by the Centre of Excellence.

**3. Financial Implications**

No financial implications are noted.

**4. Legal Implications**

No legal implications are noted.

**5. Risk Implications**

No additional risk implications are noted.

**6. Contact Details**

Report author: Bidisha Kondal, Corporate Services Director

**7. Appendices and Background Papers**

**Appendix 1:** Full Calam Stocktake recommendation implementation

## Appendix 1: Full Calam Stocktake recommendation implementation

### ORGANISATION LEADERSHIP

	Recommendation Summary <sup>2</sup>	Deliverable / Output Summary
1	Visible and sustained leadership from Management Board	<ul style="list-style-type: none"> <li>Management Board agreed that Chief of Corporate Services would remain the overall Board lead for Transformation with clear authority across the Met.</li> <li>This was strengthened by AC Matt Jukes for 6 months as interim Transformation Lead, and formalised with the permanent appointment of Michelle Thorp, Director of Transformation.</li> </ul>
2	The transformation narrative for a clear vision of what the Met will look like in 2025 and beyond	<ul style="list-style-type: none"> <li>Significant work over 2021 to create the Met Blueprint 2029, led by AC Jukes and signed off by Management Board in Autumn 2021.</li> </ul>
3	Five strategic questions for Management Board to test, agree and consistently communicate	<ul style="list-style-type: none"> <li>Position Statement signed off by AC Jukes, explaining the work undertaken including Management Board discussing a range of dilemmas (15 in total) which included the five questions posed by Mary Calam. The output of this work is the finalised Blueprint 2029, and enacted through the enhanced business planning (Recommendation 7) and priorities for change (recommendations 9-16 related to the Management of the Portfolio).</li> </ul>
4, 16 and 20	Linked recommendations covering the relationship between transformation portfolio and the context in which the Met operates	<ul style="list-style-type: none"> <li>A new quarterly reporting cycle was established following Calam, providing the Portfolio Office more time to conduct detailed analysis and in turn generate a richer and more insights-led report. This report is used as the foundation for PMG, then PIB and finally for MOPAC at the investment, advisory and monitoring meeting.</li> <li>A change 'heat-map' is now used and maintained by the Transformation Directorate helping to show Board business change impacts and improve overall strategic scheduling discussions. This is also on a new quarterly reporting cycle.</li> </ul>

<sup>2</sup> The exact wording of each Calam Recommendation was provided to the Audit Panel in September 2021, Appendix 1

**STRUCTURES**

	<b>Recommendation Summary</b>	<b>Deliverable / Output Summary</b>
<b>5</b>	Clarification on strategic matrix management in the Met, for Heads of Profession, SROs, Business Leaders and Pillar Leads	<ul style="list-style-type: none"> <li>• Final output signed off by AC Ball, and communicated to impacted Executives via a number of channels. It contains: <ul style="list-style-type: none"> <li>✓ 5 clear principles of matrix management in the Met defined</li> <li>✓ Confirmation of the 6 Head of Professions in the Met</li> <li>✓ Clarification on which Business Leaders (10) are also professional heads of their function</li> <li>✓ Refined job descriptions for all 4 strategic matrix roles</li> <li>✓ RA(CI) and Accountability Structures defined for the 4 strategic matrix roles</li> </ul> </li> </ul>
<b>6</b>	Commissioner to issue letters to all SROs setting out their accountabilities	<ul style="list-style-type: none"> <li>• SRO Letter which was in draft during Calam fully finalised.</li> <li>• All SRO letters issued by the Commissioner directly.</li> </ul>
<b>7</b>	Alignment of business planning and portfolio planning including adopting more Agile principles in delivery	<ul style="list-style-type: none"> <li>• A new enhanced business planning process, signed off by Board was defined and being piloted for the publication of the Business Plan in May 2022.</li> <li>• As part of the ongoing maturity of transformation delivery, the Director of Transformation is introducing Agile to create a more flexible response (e.g. BSS2).</li> </ul>
<b>8, 11 and 12, 13</b>	Linked recommendations on implementing improvements to the Met Front Door Process and Business Design Authority, including ensuring DP change initiatives are included	<ul style="list-style-type: none"> <li>• Revised Front Door Terms of Reference, agreed Chair and operational membership.</li> <li>• Revised BDA Terms of Reference, with attendees link to the Front Door where possible.</li> <li>• Better engagement and alignment of both meetings with the Innovation Network through revised membership.</li> <li>• DP alignment captured in the new FD and BDA ToRs and membership.</li> </ul>

**MANAGEMENT OF THE PORTFOLIO AND BEYOND**

	<b>Recommendation Summary</b>	<b>Deliverable / Output Summary</b>
<b>9</b>	Met should formalise a differentiated approach	<ul style="list-style-type: none"> <li>• A new differentiated approach to change has been defined, with general indicators and a complexity assessment to support its delivery.</li> <li>• Baseline of enterprise view of change created as an interim product.</li> <li>• The new Met Changebook was launched in November 2021 and communicated and sent to all senior managers across the Met. It was developed to improve awareness of how to manage and navigate change.</li> </ul>
<b>10</b>	Met should formalise and communicate a pooled resourcing model	<ul style="list-style-type: none"> <li>• Transformation have designed a Flexible Service Offer Model with interim lessons learned.</li> </ul>
<b>14</b>	DP initiatives captured within the Information Futures Programme	<ul style="list-style-type: none"> <li>• This recommendation became redundant as the Information Futures Programme closed, with a clear closure report created.</li> </ul>
<b>15</b>	Met should ensure clear governance structure for BAU, RUN and CHANGE projects effectively	<ul style="list-style-type: none"> <li>• Captured in the new differentiated change approach key features, and contained within the new Met Changebook.</li> </ul>

**CAPABILITIES**

	<b>Recommendation Summary</b>	<b>Deliverable / Output Summary</b>
<b>17, 18, 19</b>	Linked recommendations on Plain English Products, and alignment with performance appraisal	<ul style="list-style-type: none"> <li>• Output statement capturing dip-sample exercise conducted by the Calam team, observations for Transformation Directorate and recommendations for ongoing work. Ownership taken back to Transformation Directorate Senior Leadership Team.</li> </ul>
<b>21</b>	Increase access to project and change management training	<ul style="list-style-type: none"> <li>• Work was undertaken to design a LinkedIn Learning pathway which Transformation Directorate Business Change took forward to launch in October 2021.</li> </ul>
<b>22</b>	Support to SROs through the Launch of Cohort 2 Shaping Transformation Leadership Programme (STLP)	<ul style="list-style-type: none"> <li>• STLP design documents designed over 2021 with various Portfolio Management Group sign-off papers.</li> <li>• STLP launched in February 2022.</li> </ul>
<b>23</b>	Training to develop skills in extracting and presenting insights	<i>This recommendation is still in progress as per update above.</i>

24	Strengthen and clarify the role of CPIC	<ul style="list-style-type: none"> <li>Revised service offer and communication pack agreed with DAC Professionalism, with rationale for some of the recommendation areas not taken forward.</li> <li>OL platform options considered with the approach to use Microsoft 365 and SharePoint, build an App and thematic microsites.</li> </ul>
25	PMG to oversee training requirements generated by programmes and projects	<i>This recommendation is still in progress as per update above.</i>
26	Broad range of experience in criteria for promotion to senior roles in the Met	<ul style="list-style-type: none"> <li>Transition to the Executive (TtE) Programme design emphasises broader leadership development and includes input from strategy, governance, and other corporate services functions. The current development programme also encourages and facilitates visits and brief attachments to external forces.</li> <li>Candidates on the TtE, are also invited to apply to the Forward Institute fellowship programme which is an external programme run once a year. This provides them with external perspectives on how to lead through change and networks with other organisations and sectors.</li> </ul>

## BEHAVIOURS AND CULTURE

	Recommendation Summary	Deliverable / Output Summary
27	MB to continue to model collaborative behaviours	<ul style="list-style-type: none"> <li>A series of interviews were undertaken with a representative sample of Level 2 Executives with short report produced, signed off by the Chief of Corporate Services.</li> </ul>
28	SROs and TD to review governance fora to ensure appropriate operational representation	<ul style="list-style-type: none"> <li>All transformation programme governance was reviewed.</li> <li>PMG issued guidance to all SROs</li> <li>A Senior User role template letter was designed for issue by the SROs.</li> </ul>
29	Increase the tempo and reach of transformation communications	<ul style="list-style-type: none"> <li>Change Communications objectives agreed between TD and DMC.</li> <li>A Change Narrative v1 has been created, and was launched by the Director of Transformation in November 2021.</li> <li>A Transformation Q&amp;A was launched on the Intranet</li> </ul>

		<ul style="list-style-type: none"> <li>• A Transformation Communications Planner produced in December 2021, and will iterate going forwards.</li> </ul>
<b>30</b>	Ensure business change managers are fully engaged at early states	<ul style="list-style-type: none"> <li>• Output statement capturing activities and artefacts from the Transformation Directorate OCU Commander and Head of Business Change.</li> </ul>
<b>31</b>	TD and DP to review the skills profile for officer change roles	<ul style="list-style-type: none"> <li>• Output statement capturing activities and artefacts from the Transformation Directorate OCU Commander and Head of Business Change.</li> </ul>
<b>32</b>	Review Postings Panel process for change roles	<ul style="list-style-type: none"> <li>• Output statement capturing activities and artefacts from the Transformation Directorate OCU Commander and Head of Business Change.</li> </ul>