

DMPC Decision – PCD 703

Title: Shaping Transformational Leadership Programme

Executive Summary:

In February 2016, the Met developed and started the delivery of a 12-month Shaping Transformation Leadership Programme (STLP) in conjunction with our Strategic Portfolio Transformation Partner and Oxford Said Business School. This was part of the strategic approach to building Transformation capability and talent at all levels in the Met – from senior leadership to those involved in delivery. The first cohort of STLP included Senior Responsible Owners, Commanders, enabling function Directors and the Senior Leadership Team of the Transformation Directorate. In order to continue to build the capability of those with responsibility for leading critical change within the Met, and due to turnover in the officers and staff involved in these roles, we are now seeking funding to extend the programme to a second cohort of participants.

Recommendation:

The Deputy Mayor for Policing and Crime is recommended to approve a single tender action to Deloitte to the value of £367,552 for delivery of a second cohort of the MPS Shaping Transformation Leadership Programme.

Deputy Mayor for Policing and Crime

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. Any such interests are recorded below.

The above request has my approval.

Signature

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Date

24/02/2020

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC

1. Introduction and background

- 1.1.** The London that we police is changing. The ways in which some criminals carry out crime has and will continue to change. In order to meet these challenges and effectively respond to new threats, policing and policing leadership also needs to change. This will ensure the Met is fit for purpose and can effectively deliver policing services in conjunction with the Met's 2025 strategy and beyond, achieving our mission to keep London safe.
- 1.2.** In February 2016, Deloitte, as the MPS Strategic Portfolio Transformation Partner at the time, worked with us to develop and deliver a 12-month Shaping Transformation Leadership Programme (STLP). This was part of the strategic approach to building Transformation capability and talent at all levels in the Met – from senior leadership to those involved in delivery. The first cohort of STLP included SROs, Commanders, enabling function Directors and the SLT of the Transformation Directorate. The key aims of the programme were in relation to:
 - Building self-awareness and an understanding of how personal strengths and weaknesses can impact on teams and deliverables;
 - Using relationships and how relationships both inside and outside of the MPS could support the achievement of transformation objectives;
 - Technical leadership and how the use of Portfolio, Programme and Project Management practices and strategic procurement can be used effectively in programme leadership; and
 - Understanding the Met's vision for transformation, the support available from the Transformation Directorate and how to make effective use of resources.
- 1.3.** Cohort 1 graduated in December 2017, and the programme received very strong feedback from participants as well as a noticeable uplift in transformational leadership capability across the organisation. The portfolio has developed and expanded in the period since December 2017 and we have also experienced a number of changes in officers and staff involved in leading transformation. We therefore have a need to extend the transformation leadership capability to include additional SROs and senior leaders within the business.
- 1.4.** It is intended that the second stage of the roll out of STLP will be delivered based on the format and content developed for the first cohort with necessary adjustments based on any significant feedback points from the first group, including reviewing the format and participants for Action Learning Sets. We will also review the content in consultation with the College of Policing and our leadership development team to ensure that there is no overlap with content for the Strategic Command Course.
- 1.5.** It is envisaged that up to 30 people in Senior Leadership roles will participate in the second cohort of the programme which will include two overnight residential modules and individual assessment and development planning.

- 1.6. The development of people and transformation capability in areas such as change management and SRO responsibilities was agreed as a strategic objective between the Commissioner and Chief Constables from PSNI and Police Scotland earlier this year. Both forces have expressed a strong interest in collaborating on opportunities such as this, including sending a small number of participants to join this programme.
- 1.7. The proposal is to proceed with the development of STLP based on feedback and agreed actions and delivery for a second cohort in conjunction with external support and Oxford academics.

2. Issues for consideration

- 2.1. Due to the volume and complexity of planned change between 2020 and 2022, the Met needs to continue to build talent and capability in transformation delivery and leadership. We do not have the expertise, capacity or experience internally to develop and deliver a programme of this nature. Working with an external partner to deliver this programme to a further cohort of participants provides us with the opportunity to build on the learning from Cohort 1.
- 2.2. Deloitte delivered STLP Phase 1 as our Strategic Portfolio Transformation Partner. Due to its knowledge and experience in delivering this programme (including through its relationship with Oxford Said Business School) and its understanding of the key outcomes through the evaluation of the Cohort 1 learning experience, it is felt that most benefit and value would be gained by awarding the delivery of the second cohort of the programme directly to Deloitte. The Director of Commercial Services has been consulted and supports this approach. Having gained the experience of two cohorts, the Met would then compete the delivery of the programme for any future cohorts in the normal way.
- 2.3. This will be an output based contract and the 'blended per diem' is in line with other MPS contracts and is thus competitive. Deloitte will also facilitate the input from Oxford Said Business School and two residential modules as part of the overall contract value.
- 2.4. Proceeding with another cohort of participants would support the Met's strategy to develop our internal capabilities including sharing ideas and insight and empowering people to be innovative.

3. Financial Comments

- 3.1. The total cost of £367,552 to fund the development and delivery of the STLP programme will be funded through allocation of funding from the Major Change Fund, within agreed budgets.
- 3.2. Procurement will be via a single tender action through Bloom, MOPAC's preferred route to market for such specialist resources.

3.3. There are no real estate implications in relation to this proposal. All training session will be provided either in existing Met estate or in third party facilities.

4. Legal Comments

4.1. The Mayor's Office for Policing Crime is a contracting authority as defined in the Public Contracts Regulations 2015 ("the Regulations"). All awards of public contracts for goods and/or services valued at £189,330 or above will be procured in accordance with the Regulations.

4.2. Paragraph 4.13 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime (DMPC) has delegated authority to approve all contract exemptions for £100,000 or above.

5. GDPR and Data Privacy

5.1. The MPS is subject to the requirements and conditions placed on it as a 'State' body to comply with the European Convention of Human Rights and the Data Protection Act (DPA) 2018. Both legislative requirements place an obligation on the MPS to process personal data fairly and lawfully in order to safeguard the rights and freedoms of individuals.

5.2. Under Article 35 of the General Data Protection Regulation (GDPR) and Section 57 of the DPA 2018, Data Protection Impact Assessments (DPIA) become mandatory for organisations with technologies and processes that are likely to result in a high risk to the rights of the data subjects.

5.3. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the service meets its compliance requirements. The programme does not use personally identifiable data of members of the public, so there are no GDPR issues to be considered.

6. Equality Comments

6.1. Equality and Diversity impact has been considered with no issues identified or foreseen. The participants for the programme will be identified based on the role they perform and their involvement in leading transformation.

6.2. London that we police is changing including the diversity of the population we serve. This requires the Met to continuously adapt and evolve and the content of this programme will help to highlight the benefits of bringing diverse views and thinking to service design in order to benefit both our officers and staff and the public.

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOIA) and will be made available on the MOPAC website following approval.

If immediate publication risks compromising the implementation of the decision it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

If yes, for what reason:

Until what date:


Part 2 Confidentiality: Only the facts or advice considered as likely to be exempt from disclosure under the FOIA should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a Part 2 form – Yes

ORIGINATING OFFICER DECLARATION	<i>Tick to confirm statement (✓)</i>
Financial Advice The Strategic Finance and Resource Management Team has been consulted on this proposal.	✓
Legal Advice The MPS legal team wrote this proposal.	✓
Equalities Advice: Equality and diversity issues are covered in the body of the report.	✓
Commercial Issues The MPS Commercial team have been consulted on the commercial issues within this report. The proposal is in keeping with the GLA Group Responsible Procurement Policy.	✓
GDPR/Data Privacy <ul style="list-style-type: none"> • GDPR compliance issues are covered in the body of the report • A DPIA is not required. 	✓
Director/Head of Service The Head of Workforce and Professional Standards has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓

Interim Chief Executive Officer

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Deputy Mayor for Policing and Crime.

Signature  Date *24/02/2020*





MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Shaping Transformation Leadership Programme – Cohort 2

MOPAC Investment Advisory & Monitoring meeting January 2019

Report by Peter Fox on behalf of the Chief of Corporate Services

Part 1 – This section of the report will be published by MOPAC. It is classified as OFFICIAL – PUBLIC

Executive Summary

The London that we police is changing. The ways in which some criminals carry out crime has and will continue to change. In order to meet these challenges and effectively respond to new threats, policing and policing leadership also needs to change. This will ensure the Met is fit for purpose and can effectively deliver policing services in conjunction with the Met's 2025 strategy and beyond, achieving our mission to keep London safe.

In February 2016, the Met developed and started the delivery of a 12-month Shaping Transformation Leadership Programme (STLP) in conjunction with our Strategic Portfolio Transformation Partner and Oxford Said Business School. This was part of the strategic approach to building Transformation capability and talent at all levels in the Met – from senior leadership to those involved in delivery. The first cohort of STLP included SROs, Commanders, enabling function Directors and the SLT of the Transformation Directorate.

In order to continue to build the capability of those with responsibility for leading critical change within the Met, and due to turnover in the officers and staff involved in these roles, we are now seeking funding to extend the programme to a second cohort of participants.

Recommendations

The Deputy Mayor for Policing and Crime, via the Investment Advisory and Monitoring meeting (IAM), is asked to:

- Approve a single tender action to Deloitte to the value of £367,552 for delivery of a second cohort of the MPS Shaping Transformation Leadership Programme.

Time sensitivity

A decision is required from the Deputy Mayor by 28/02/2020 to allow the preparation and delivery of the programme as soon as possible within FY20/21.

Non-confidential facts and advice to the Deputy Mayor for Policing and Crime

1. Introduction and background

1.1 The London that we police is changing. The ways in which some criminals carry out crime has and will continue to change. In order to meet these challenges and effectively respond to new threats, policing and policing leadership also needs to change. This will ensure the Met is fit for purpose and can effectively deliver policing services in conjunction with the Met's 2025 strategy and beyond, achieving our mission to keep London safe.

1.2 In February 2016, Deloitte, as the MPS Strategic Portfolio Transformation Partner at the time, worked with us to develop and deliver a 12-month Shaping Transformation Leadership Programme (STLP). This was part of the strategic approach to building Transformation capability and talent at all levels in the Met – from senior leadership to those involved in delivery. The first cohort of STLP included SROs, Commanders, enabling function Directors and the SLT of the Transformation Directorate. The key aims of the programme were in relation to:

- Building self-awareness and an understanding of how personal strengths and weaknesses can impact on teams and deliverables;
- Using relationships and how relationships both inside and outside of the MPS could support the achievement of transformation objectives;
- Technical leadership and how the use of Portfolio, Programme and Project Management practices and strategic procurement can be used effectively in programme leadership; and
- Understanding the Met's vision for transformation, the support available from the Transformation Directorate and how to make effective use of resources.

1.3 Cohort 1 graduated in December 2017, and the programme received very strong feedback from participants as well as a noticeable uplift in transformational leadership capability across the organisation. The portfolio has developed and expanded in the period since December 2017 and we have also experienced a number of changes in officers and staff involved in leading transformation. We therefore have a need to extend the transformation leadership capability to include additional SROs and senior leaders within the business.

1.4 It is intended that the second stage of the roll out of STLP will be delivered based on the format and content developed for the first cohort with necessary adjustments based on any significant feedback points from the first group, including reviewing the format and participants for Action Learning Sets. We will also review the content in consultation with the College of Policing and our leadership development team to ensure that there is no overlap with content for the Strategic Command Course.

- 1.5 It is envisaged that up to 30 people in Senior Leadership roles will participate in the second cohort of the programme which will include two overnight residential modules and individual assessment and development planning.
- 1.6 The development of people and transformation capability in areas such as change management and SRO responsibilities was agreed as a strategic objective between the Commissioner and Chief Constables from PSNI and Police Scotland earlier this year. Both forces have expressed a strong interest in collaborating on opportunities such as this, including sending a small number of participants to join this programme.
- 1.7 The proposal is to proceed with the development of STLP based on feedback and agreed actions and delivery for a second cohort in conjunction with external support and Oxford academics.

2. Issues for consideration

- 2.1 Due to the volume and complexity of planned change between 2020 and 2022, the Met needs to continue to build talent and capability in transformation delivery and leadership. We do not have the expertise, capacity or experience internally to develop and deliver a programme of this nature. Working with an external partner to deliver this programme to a further cohort of participants provides us with the opportunity to build on the learning from Cohort 1.
- 2.2 Deloitte delivered STLP Phase 1 as our Strategic Portfolio Transformation Partner. Due to its knowledge and experience in delivering this programme (including through its relationship with Oxford Said Business School) and its understanding of the key outcomes through the evaluation of the Cohort 1 learning experience, it is felt that most benefit and value would be gained by awarding the delivery of the second cohort of the programme directly to Deloitte. The Director of Commercial Services has been consulted and supports this approach. Having gained the experience of two cohorts, the Met would then compete the delivery of the programme for any future cohorts in the normal way.
- 2.3 This will be an output based contract and the 'blended per diem' is in line with other MPS contracts and is thus competitive. Deloitte will also facilitate the input from Oxford Said Business School and two residential modules as part of the overall contract value.
- 2.4 Proceeding with another cohort of participants would support the Met's strategy to develop our internal capabilities including sharing ideas and insight and empowering people to be innovative.

3. Financial Comments

- 3.1 The total cost of £367,552 to fund the development and delivery of the STLP

programme will be funded through allocation of funding from the Major Change Fund.

- 3.2 Procurement will be via a single tender action through Bloom, MOPAC's preferred route to market for such specialist resources.

4. Legal Comments

- 4.1 Paragraph 4.13 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime (DMPC) has delegated authority to approve all contract exemptions for £100,000 or above'
- 4.2 There are no significant legal implications arising from this report, recommendations or decisions arising from it.

5. Equality Comments

- 5.1 There are no equality and diversity issues identified in relation to this proposal or the decisions arising as a result.
- 5.2 The participants for the programme will be identified based on the role they perform and their involvement in leading transformation.
- 5.3 London that we police is changing including the diversity of the population we serve. This requires the Met to continuously adapt and evolve and the content of this programme will help to highlight the benefits of bringing diverse views and thinking to service design in order to benefit both our officers and staff and the public.

6. Privacy Comments

- 6.1 The MPS is subject to the requirements and conditions placed on it as a 'State' body to comply with the European Convention of Human Rights and the Data Protection Act (DPA) 2018. Both legislative requirements place an obligation on the MPS to process personal data fairly and lawfully in order to safeguard the rights and freedoms of individuals.
- 6.2 Under Article 35 of the General Data Protection Regulation (GDPR) and Section 57 of the DPA 2018, Data Protection Impact Assessments (DPIA) become mandatory for organisations with technologies and processes that are likely to result in a high risk to the rights of the data subjects.
- 6.3 The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the programme meets its compliance requirements.

6.4 The programme does not use personally identifiable data of members of the public, so there are no GDPR issues to be considered.

7. Real Estate Implications

7.1 There are no real estate implications in relation to this proposal. All training session will be provided either in existing Met estate or in third party facilities.

8. Environmental Implications

8.1 There are no environmental implication in relation to this proposal.

9. Background/supporting papers

9.1 There are no further supporting papers.

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Part 2 – This section refers to the details of the Part 2 business case which is NOT SUITABLE for MOPAC Publication.

The Government Security Classification marking for Part 2 is:
OFFICIAL-SENSITIVE [COMMERCIAL]

