



Metropolitan Police Service Information Pack

Transformation Director

**Welcome to a changing city, a
changing organisation and a
fascinating and exciting role**

**NEW
SCOTLAND
YARD**



**METROPOLITAN
POLICE**

**NEW
SCOTLAND
YARD**

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**METROPOLITAN
POLICE**

NEW
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INTRODUCTION FROM THE COMMISSIONER

I am looking for an outstanding leader to join my wider-Executive team as our Transformation Director.

London is a fantastic place to live, to work and to visit and I am incredibly proud to serve the capital. It is a diverse, growing and ever-changing city with national impact and international reach. I am also incredibly proud to lead and serve the Met as its Commissioner.

The Met is an effective and successful police service, with a well-deserved global reputation. We have a strong heritage, clear values and huge pride for the contribution and sacrifices made by many who have served before us. We also have high ambition for the future and determination to ensure the Met retains what I think is its justifiable reputation as one of the best police forces in the world. That means we need to continue to strive to be even better – learning from others, being bold with new opportunities and harnessing the skills and creativity of our amazing workforce.

In joining the Met, you will join a team of some 50,000 people who work tirelessly to keep London safe, a team that does extraordinary things on a daily basis. We have an exciting strategy – Met Direction – and an ambitious portfolio of change. I am proud of the scale of change delivered over the last few years and the positive impact this has had on our people, on our effectiveness in confronting the policing challenges we face, and on our efficiency. I am also ambitious for the future, and the opportunities for us to transform capabilities within the Met so that we can confidently face the future – whether that's in technology, data, skills, culture, ways of working, our environmental plans or on our wider infrastructure.

This is an exciting, challenging and high profile role. You will join an excellent team within Corporate Services and will lead our still relatively-new Transformation Directorate, ensuring we create an environment where the best change experts want to work. You will have reach across the Met, helping our operational leaders create an environment in which innovation can flourish on the front-line and then helping to nurture and grow the great ideas that will transform the Met. Above all, you will join a leadership team that is optimistic, engaging and passionate about our mission, and where you can make a difference to the lives of Londoners.

This information pack will give you further insight into the role, and the qualities and experience we are looking for.

I very much hope you will be inspired by this Opportunity to serve with the Met.

Cressida Dick

Dame Cressida Dick, DBE
QPM
Commissioner



INTRODUCTION FROM ROBIN WILKINSON, Chief of Corporate Services

Thank you for your interest in joining the Met as our Transformation Director and for taking the time to read this information pack.

This is a truly exciting and influential role in one of the most iconic institutions in the country. Put simply, in this role you'll help ensure the Met remains at the forefront of policing globally as we continue to foster excitement and ambition for change and innovation.

As we approach our bi-centenary year in 2029, you will play a central role in ensuring the Met builds confidently from our great heritage and vast experience (and global reputation), with strong ambition for the future.



The Met is one of the largest employers in south east England. With over 50,000 officers, staff and volunteers, and a budget of over £3.5bn, we have the privilege and responsibility of policing London. Ensuring this vibrant, global city remains safe, and that our communities feel confident and trust in their police service, excites and motivates both me and the amazing and diverse group of people who make-up the Met today. And we also have national and international responsibilities too, including for co-ordinating counter terrorism policing nationally.

We have an amazing mission. We have scale and complexity. We attract interest (and high levels of scrutiny), from many quarters. We are always open for business – 24/7, 365 days a year. And we have a workforce that do extra-ordinary things on a daily basis, putting themselves in danger to protect others. This is a precious and rich framework from which we can build to secure an even stronger future for the Met and to be even more effective at preventing crime, keeping our communities safe and bringing criminals to justice.

I am really proud of the scale and positive impact of change that we've been able to deliver over the past five years. From the vast re-organisation of how front line policing works right

across London, to enabling the adoption of new technologies, introducing new digital ways for the public to access police services, improving key crime-fighting capabilities, the modernisation of parts of our large estate, as well as vital work on culture and leadership

As a result, we're now even better at tackling serious criminality; our incredible people are working in better conditions with better equipment, Londoners can access our services in multiple ways that suit their needs, and we've been ambitious in our people agenda too – focusing on leadership and culture (with vastly more positive staff feedback through our annual surveys). I'm proud too that we have proven we can deliver such complex change well, in a large, operational and busy service.

But London doesn't stand still, and nor does the Met. We remain highly ambitious. We have a clear strategy – Met Direction – and a substantial portfolio of change underway, including the replacement of our core police IT systems, continued investment in our estate aligned with the adoption of more flexible ways of working, investment in learning, improved efficiency and critical work to secure confidence in our use of data to keep people safe.

Looking ahead we will want to focus even more on building trust of our communities, particularly black communities. We want to do more to create the environment where innovation can be encouraged and supported from the front line. And we are thinking now about defining our ambitions for the Met through to 2029 and the new and changed capabilities, skills and infrastructure that will be required. Our transformation portfolio will be a key enabler to us achieving these outcomes.

Working with me in this role, and as a trusted adviser to the Commissioner and our Management Board, you will be the transformation expert and Head of profession for the Met, fostering an environment where change and innovation flourishes at the front line through to ensuring complex programmes and projects are delivered effectively and secure sustainable change. You will build even greater credibility with our most senior leaders in our ability to deliver change well and ambitiously at scale. Building on learning from our own past programmes and change elsewhere, you will orchestrate and support the delivery of strategic initiatives across the Met, shaping, leading and ensure delivery of the changes needed to achieve our 2029 blue print. You will build positive relationships internally and with partners in policing and more widely. And you will work collaboratively as part of my Corporate Services Senior Leadership Team,

ensuring that we collectively deliver outstanding services to the Met and to Senior Leadership Team, ensuring that we collectively deliver outstanding services to the Met and to the front line.

This is without doubt an exciting and influential leadership role, within one of the country's most iconic institutions. It's a role in which your impact will be felt – directly contributing to our mission. My job will be to inspire you to be the very best leader you can be, to create the environment in which you can succeed, and to ensure you feel trusted, energised and excited by your work.

If you're up for the challenge, and have the passion to succeed, I hope you will feel inspired to apply.

A handwritten signature in black ink, appearing to read 'Robin Wilkinson', with a stylized, cursive script.

Robin Wilkinson OBE
Chief of Corporate Services

ABOUT THE MET

Founded by Sir Robert Peel in 1829, the Metropolitan Police Service is one of the oldest police services in the world.

'New Scotland Yard' is internationally recognised for its history, law enforcement and skills in fighting crime, and we are proud of the Met's reputation for excellence and expertise in policing. However, London doesn't stand still and neither can we. Society and technology are constantly changing and we must prepare for the future. To achieve this, we will seize the opportunities of data and digital technology to become a world leader in policing, focus on what matters most to Londoners, and constantly strive to improve by learning from experience and from others.

Today, the Met is made up of around 50,000 officers, staff, and volunteers; we are one of the largest employers in London and the South East of England. The territory we serve covers 620 square miles and is home to over 8.6 million people. The Met is the UK's largest police service and represents a quarter of the total police budget for England and Wales.

The Met is responsible for maintaining the peace and is accountable in law for the exercise of policing powers, and to the Mayor's Office for Policing and Crime (MOPAC) for the delivery of efficient and effective policing, management of resources and expenditure. At all times the Commissioner and her officers remain operationally independent, in the service of the public.

Our mission is to keep London safe for everyone. We contribute to making London safe and we protect its unique reputation as an open and welcoming city. We aspire to be the most trusted police service in the world, and want Londoners, permanent and transient, to be proud of their force. We will earn this by being true to our values of professionalism, integrity, courage and compassion. Together we will achieve success by reducing crime, bringing offenders to justice, building public confidence, increasing victim satisfaction and strengthening the pride and engagement of our officers and staff.

ABOUT THE MET

LONDON: THE GLOBAL CITY WE POLICE

London is unique: 'the world under one roof'.

London is our capital city, the seat of Government, home to Her Majesty the Queen and the Royal Family. It hosts our diplomatic community and is a major financial and business hub. It is a unique centre of cultural, sporting and other events. Its ever changing population is set to grow towards 10 million within the next 10 years. It is probably the most diverse (culturally, ethnically and linguistically) city in the world.

Londoners tend to be younger than the rest of the UK. More than three million of Londoners were born abroad, just under half of which arrived in the UK less than 10 years ago.

London is also one of the world's most popular business and travel destinations. It is a global city, recognised around the world, economically, politically, financially and creatively. London's greatness comes from its openness to the world, and this in turn has helped build world-renowned institutions which have preserved its safety and stability.

There are over 200 languages spoken in London, and around 40% of the population is Black, Asian or Minority Ethnic [BAME]. These numbers are predicted to grow further as the city expands and develops as an international centre. Almost 4 million Christians and 1 million Muslims live in London, and Buddhism, Hinduism, Judaism and Sikhism each have more than 80,000 followers in the capital.

London's population swells due to an influx of commuters during the day and tourists throughout the year - in greater volumes than anywhere else in the UK.

London is one of the safest global cities in the world already. Nevertheless, criminality within London is on a more prevalent and serious level than other cities and communities across England & Wales. Crime in the capital is often connected to organised criminality and national and international networks of offending. London has, throughout our lifetime, been a place terrorists want to attack.

This creates a unique policing environment. Everyone joining us needs the ability to deliver outstanding policing to the communities of London.

ABOUT THE MET

Our mission is to keep London safe for everyone. To achieve this, we will focus on three operational priorities			
<p>Focus on what matters most to Londoners</p> <p>Violent crime is a key concern and tackling it is a priority in order to protect Londoners.</p>	<p>Mobilise partners and public</p> <p>We know that safety requires action beyond the police service. We will continue to work with partners and communities to help keep them safe and support them in preventing crime.</p>	<p>Achieve the best outcomes in the pursuit of justice and in support of victims</p> <p>We have a fundamental responsibility to bring offenders to justice and ensure that victims of crime receive the support they need from us and from others.</p>	
As an organisation we want to continue to develop our internal capabilities . To do this we will:			
<p>Seize the opportunities of data and digital tech to become a world leader in policing</p> <p>We want to harness data and use advanced technologies to our advantage in the pursuit of criminals, rising to the challenge of a fast-moving data-driven digital age.</p>	<p>Care for each other, work as a team, and be an attractive place to work</p> <p>We must ensure that our people are well-led, well-equipped and well-supported, championing difference and diversity of thought to create an environment where we all thrive.</p>	<p>Learn from experience, from others, and constantly strive to improve</p> <p>We want to develop a culture of learning, listening to feedback, sharing ideas and insight with others and empowering people to be innovative.</p>	<p>Be recognised as a responsible, exemplary and ethical organisation</p> <p>We need to be effective, efficient and offer value for money. We also want to play our part in the city's sustainability, being recognised for our integrity, transparency and professionalism.</p>
Ultimately, our vision for the Met is to be the most trusted police service in the world . We contribute to making London the safest global city, we protect its unique reputation as an open and welcoming city, and we want Londoners to be proud of their police.			
<p>As individuals, we will earn this trust by being true to our values:</p> <p>Professionalism, Integrity, Courage and Compassion.</p>		<p>And together, we will achieve success by:</p> <p>Reducing crime, building public confidence, increasing victim satisfaction and strengthening the pride and engagement of our officers and staff.</p>	

ABOUT THE MET

WE HAVE A HIGHLY AMBITIOUS TRANSFORMATION AGENDA

The nature of crime is changing – soon the majority will be committed in private against the vulnerable (such as child abuse, domestic violence) or from the keyboard (online paedophilia, exploitation and fraud). We have a track record of delivering change successfully in a challenging, operational environment. We have delivered significant budget savings over the last few years which means we are in a stronger position as we look to the future, confident in the changes we've made. Nevertheless, we must continue to strive to improve efficiency and productivity, as well as embrace new ways of working and new opportunities to improve our effectiveness.

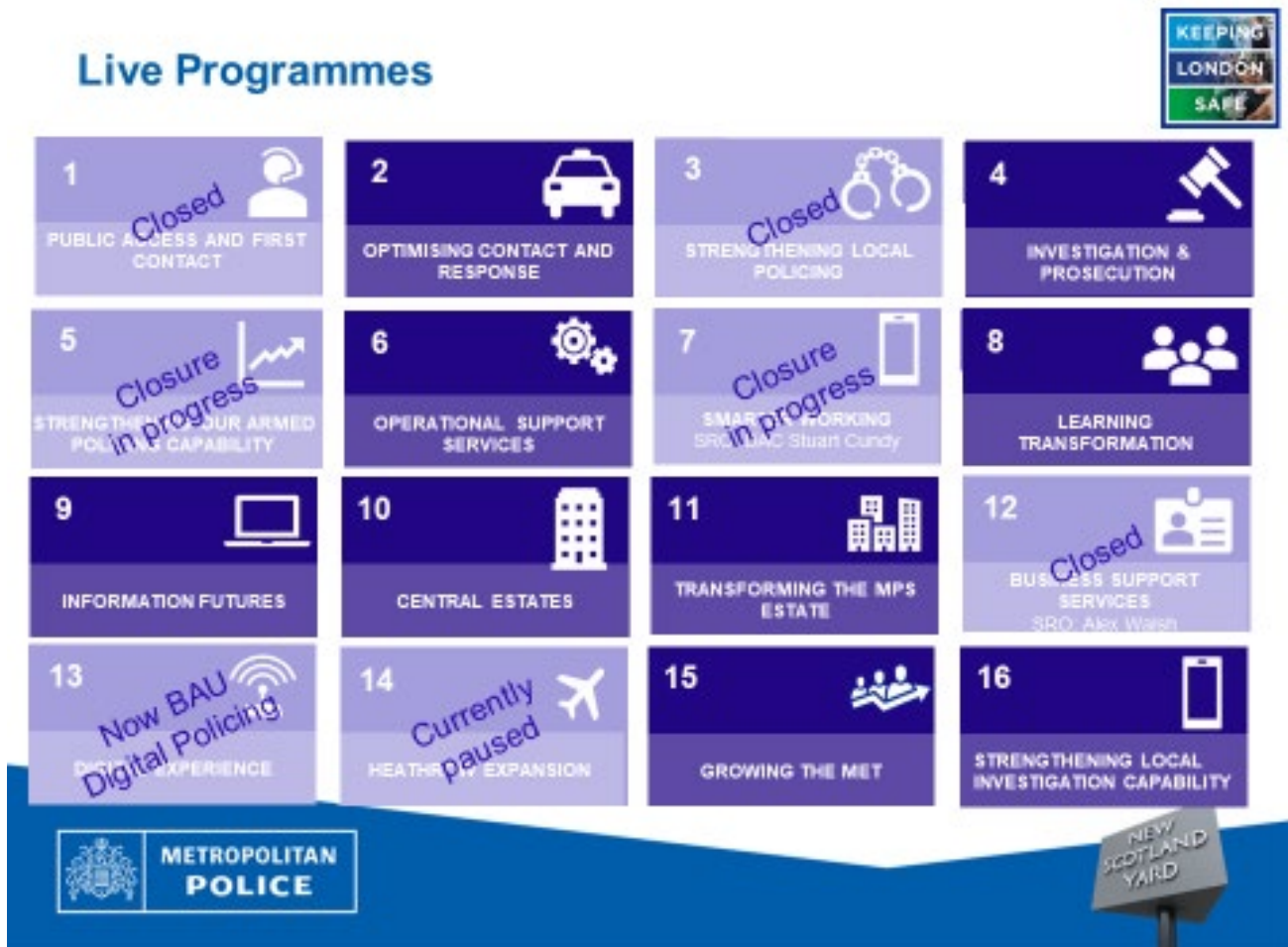
We will continue to respond to this by evolving how we work, embracing new technology and learning from others – encouraging and nurturing innovation from the front line through to delivering significant transformation programmes.

Our Major Transformation Portfolio is currently driving and supporting 9 major programmes that together will deliver a further step change in our effectiveness and efficiency – with further digital innovation, the introduction of major new IT systems that will impact the working lives of almost everyone in the Met and open up new ways for us to think about and use data to prevent and detect crime and to keep our people safe at work. New commercial arrangements and ambitious plans for our estate and how our people work with greater flexibility – particularly as we recover from the pandemic forms part of our wider transformation. Equally, we are increasingly looking to support, foster and encourage innovation driven from the front line. Our Transformation Directorate is key to creating the right environment for innovation to succeed.

You will join the role at a time when work to describe our operating model through to 2025 will be coming to a conclusion, providing an ideal opportunity to initiate and accelerate further design and change work needed to achieve that position. Our work to articulate our future strategy through to 2029 will also be underway, but will require your leadership and expertise to bring it to conclusion and then drive the work needed to turn this into reality. This is a challenging but exciting framework that will help to guide the Met's progress over the next 5-10 years.

ABOUT THE MET

OUR TRANSFORMATION PROGRAMMES



Optimising Contact and Response – to provide the best services for London to use, whilst enabling the MPS to respond in the most effective and appropriate way.

Transforming Investigation and Prosecution – This programme will deliver a streamlined end to end investigative process supported by new technology and capabilities

Operational Support Services – to ensure that Operational Support Services (OSS) remains fit to deliver its part of the Met Direction: Our Strategy 2018-2025. It will also review the way we support operational users and customers, and bring its existing projects under a single governance framework.

Learning Transformation – focuses on how we attract, develop and reward our people, as well as how we create opportunities for exit and re-joining policing. This programme will deliver a transformed, modern and efficient Met that looks and feels more like London by ensuring we have officers with the skills, tools and approach to police London effectively.

Information Futures – This programme will deliver a Data Driven Organisation, developing the organisation's capability to manage and exploit data more effectively, equipping officers and staff with the tools to exploit it more fully.

Central Estates – Programme 10 will deliver a Counter Terrorism, Organised Crime and Third Parties Hub in the Empress State Building. To enable this, the Central Estates Programme will move colleagues who are currently located in the Empress State Building in a number of refurbished, smarter working buildings.

Transforming the MPS Estate – to deliver a good quality, affordable estate that meets the operational need. The estate will be smaller, releasing buildings that are no longer required or fit for purpose, construct new facilities and invest in retained buildings to support new ways of working.

Growing the Met – this programme will create a Met police service that achieves better outcomes for Londoners through additional growth and investment, delivering this in the timescales set by Government.

Strengthening Local Investigation Capability – In collaboration with others, to provide a better service to all victims of crime with officers and staff fully equipped to identify, prioritise and manage risk effectively, maximizing opportunities to bring offenders to justice. We will undertake quality local investigations protecting the most vulnerable to prevent them becoming either perpetrators or victims of violent crime.

ABOUT THE MET

OUR STRUCTURE

We operate through four operational functions:

Frontline Policing delivers local policing and specialist crime investigation across London, responding to crime and disorder while working relentlessly to prevent and reduce this

Met Operations delivers additional operational capabilities to reinforce Frontline Policing and Specialist Operations

Professionalism drives continuous improvement of our professionalism and operational practices across the Met looking more to the future and cementing our connections with national policing bodies such as the College of Policing, Home Office and IOPC and NPCC.

Specialist Operations continues to deliver counter terrorism and protective services (both in London and nationally).

The Deputy Commissioner lines manages the four ACs leading these functions and our Chief Digital and Technology Officer.

Our corporate services are led by the Chief of Corporate Services working alongside the Deputy Commissioner.

Executive Structure

November 2020



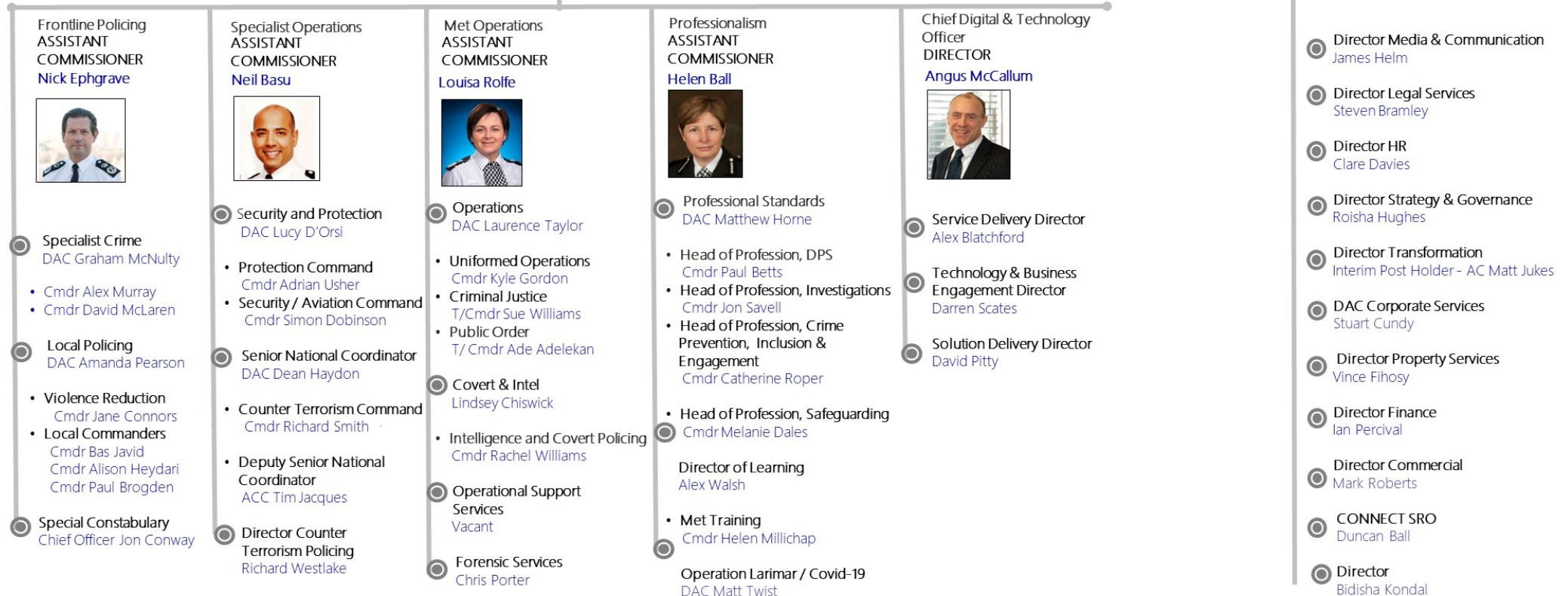
Commissioner
Cressida Dick



Deputy Commissioner
Steve House



Chief of Corporate Services
Robin Wilkinson



ABOUT THE ROLE

THE TRANSFORMATION DIRECTORATE

As the Transformation Director you will own, shape and oversee delivery of the Met's blueprint and operating model, advising the Commissioner and Management Board, providing insights and assurance, minimising risk and ensuring coherence and common standards. You will ensure effective delivery of major programmes and foster a culture of innovation across the Met. Across the Met (and well beyond the Transformation Directorate) a network of innovators will look to you to support their activity and help them make their impact.

You will lead and develop our Transformation Directorate to ensure that they have maximum impact and align with the strategic direction and priorities of the Met and will orchestrate and support the delivery of strategic change initiatives, working in partnership with Senior Responsible Owners of individual programmes. Beyond these major programmes, as the senior change professional in the Met, you will support work to ensure the Management Board can oversee and shape the enterprise-wide change that takes place within and across its Business Groups.

Job title - Transformation Director (Level 2 within the Organisational Design)

Location – New Scotland Yard – and other sites across London

Responsible to – Chief of Corporate Services

Second Line Manager – Commissioner

Dimensions

- Line management of 3 direct reports at Director Level (BB3) and one Chief Superintendent
- Overall leadership of the Directorate comprising – 110 police staff and up to 300 police officers.
- Direct responsibility for managing the Directorate budget of c£8m pa and the major change fund of c£10m pa.
- Indirect responsibility for revenue and capital expenditure across the transformation portfolio totaling c£200 pa over the next 5 years.

Role Purpose:

(This section summarises the key function of the role)

- To lead and develop a world class Transformation Directorate maintaining, a professional, in-house central transformation capability for the Met.
- To build strong and impactful relationships with the Met's Management Board, providing insights and expertise to the board and engaging and influencing at the most senior levels on the Met's Transformation strategy.

- To own the Met's organisational blueprint and operating model, ensuring it is fit for purpose and responds flexibly to changes in Met demands.
- To orchestrate and support the delivery of strategic change initiatives, working in partnership with Senior Responsible Owners of individual programmes, in order to successfully implement the capabilities set out in the blueprint
- To design and deliver smaller scale, rapid change drawing directly on ideas from the frontline and from outside the Met

Primary Accountabilities:

(This section details the key responsibilities required of the role)

- Provide leadership and direction across the Met, as a member of the MPS Executive/Command team.
- Own and develop the organisational blueprint and operating model on behalf of the management board, keeping the Met at the forefront of changes in policing trends and demand.
- Provide direction and leadership for Transformation across the MPS, shaping the agenda and implementing an approach to change that encourages and enables innovation whilst maintaining appropriate rigour and control over large scale, strategic change.
- Develop and build strong relationships with Board Members, SROs and Senior operational and enabling function leaders across the Met to achieve a collaborative approach to the blueprint and operating model.
- Lead the Transformation Directorate to achieve its vision of becoming world-class, coaching and managing the Head of Functions and OCU Commander to build effective teams, strengthening the expertise of their functions and delivering transformation for the Met as efficiently and effectively as possible.
- Coach SRO's to deliver their roles effectively, ensuring they hold the required skills and undertake succession planning for the SRO function to deliver continuity of programme leadership. Oversee the professional standards for transformation and ensure they are embedded across the Met.
- Ensure the Transformation portfolio is suitably balanced, prioritised and that it evolves as required to reflect the changing needs and context of the Met. Undertake periodic reviews of the effectiveness of strategic design, portfolio delivery and business change, providing insights and managing risk as required.
- Hold responsibility for managing both the Directorate budget and the major change fund, and allocating resources appropriately within these budgets.

Key Relationships

The Transformation Director develops and maintains strategic relationships with:

- Senior leaders in the Met including the Management Board, SROs and all of the transformation governance forums to provide meaningful insights and challenge to inform strategic decision making
- Enabling functions including finance, digital policing, estates, HR and others, to problem-solve, integrate and collaborate to the benefit of operational policing and the wider MPS
- External oversight and audit bodies, including MOPAC and HMICFRS, to provide assurance of delivery of outcomes and benefits
- The College of Policing and other relevant academic institutions to influence and understand changes in strategic direction or policing trends
- The wider public sector change community, for example through the Infrastructure and Projects Authority and the Government Project Delivery Profession
- The Chief of Corporate Services and senior peers to ensure succession planning and capability development of transformation leadership at senior levels, and to promote the work of the Transformation Directorate in the wider MPS

The Transformation Director works closely day-to-day with the SROs to:

- Lead the transformation that keeps the Met at the cutting edge of policing and keeps London safe for the future
- Ensure the successful delivery of significant cashable benefits for the Met, currently in the region of £80m pa of savings by 2023, and a wider range of non-cashable and qualitative benefits
- Ensure the integration of transformation and BAU activity to the benefit of operational policing and the wider MPS

Behaviours:

(Outlines the behavioural requirements of the role)

All roles are expected to know, understand and act within the ethics and values of the Police Service.

The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice.

It is suggested that this role should be operating or working towards the following levels of the CVF:

Resolute, compassionate and committed

We are emotionally aware

Level 3

We take ownership

Level 3

Inclusive, enabling and visionary leadership

We are collaborative

Level 3

We deliver, support and inspire

Level 3

Intelligent, creative and informed policing

We analyse critically	Level 3
We are innovative and open-minded	Level 3

Education, Qualifications, Skills and Experience:

(Outlines the skills and educational and qualification requirements to be able to fulfil the role)

Prior Education and Experience:

- An experienced leader with a proven track record at senior levels of successfully leading large teams, in a similar or relevant complex organisation and sector.
- Proven change leadership and delivery experience in a high tempo operational environment, evidencing the ability to look to the future, gain credibility and drive transformation at scale.
- Experience of influencing, negotiating with, and providing insight advice and challenge to management board-level stakeholders
- Management of operating budgets in excess of £20m pa and demonstrable financial acumen, particularly in respect of project finance and investment appraisals.
- Experience of managing transformation portfolios from conception through to implementation, with benefits in excess of £100m
- Experience of integrating technology, process and people change to deliver more efficient and effective operating models.

Skills:

- A high degree of maturity and authority, possessing the strength of character to be objective and challenge accepted thinking, as appropriate, in a constructive manner.
- Outstanding interpersonal skills with the credibility and style to build respect and trust at all levels
- Excellent leadership and influencing skills, capable of exerting personal influence and quickly gaining the confidence of the Board and respective business areas and able to inspire and bring together a diverse team
- Ability to coach others and help develop officers and professional police staff
- A team player who is able to work within the culture and collaborative style of the Met's wider executive team.
- Recognised qualifications in programme or major project leadership (desirable).

REWARDS

By joining the Metropolitan Police Service, you will be helping to protect the lives of London's communities. There's nothing more rewarding than knowing that your efforts are having an impact on such a large and diverse community.

In return, you will receive an attractive six figure salary, substantial annual leave, Civil Service Pension arrangements, interest free season ticket loans, membership of Met sports and social clubs, flexible working conditions and much more.

When you start as a member of Police Staff, you'll have a choice of joining one of the **Civil Service Pension schemes** i.e. :-

- The **Alpha** pension scheme is a CARE (Career Average Revalued Earnings) pension scheme which offers a guaranteed pension with an optional lump sum, based on the earnings you receive during your career. The Met and you will contribute and you will receive tax relief on the contributions you make.
- The **Partnership** pension scheme The value of the pension pot when you retire will depend on the contributions paid in and the returns on your investments. You can use the resulting pot to fund your retirement. The Met will make contributions on your behalf and you will receive tax relief on any contributions you make.

If you already have a pension it may be possible to transfer it into the Civil Service pension arrangements.

As a member of our team, you will also have access to Met Benefits - an external website, offering Met employees (staff and officers) guaranteed savings at major high street stores and retail outlets nationwide. These benefits are obtained and co-ordinated by Human Resources. You can save money on everything from food, clothes, furniture, electrical and DIY products to hotels, restaurants, cinemas and theatre tickets.

All staff are eligible to join the Metropolitan Police Athletic Association (MPAA) and the Metropolitan Police Sports and Social Association (known as the 'Comets') and enjoy taking part in sporting and social events. The Met has four well-equipped Sports clubs at Bushey, Chigwell, Hayes and Imber Court, available to all staff as well as family and friends.

HOW TO APPLY

To apply for this post, you will need to submit the following documentation to us by no later than 23:59 on Sunday 14th February 2021:

- A **CV** setting out your career history, highlighting your key responsibilities and achievements in your current and previous roles. Please ensure you have provided reasons for any gaps within the last two years;
- A **statement of suitability** (no longer than two pages) explaining how you consider your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the criteria set out in the person specification;
- A completed **Diversity Monitoring Form**. All monitoring data will be treated in the strictest confidence and will not affect your application in any way.
- A completed **Candidate Supporting Information Form**

If applicable, please also submit:

- A completed **Guaranteed Interview Scheme Form** if applying under this scheme.

Applications should be submitted via: <https://www.gatenbysanderson.com/job/GSe69280>

For an informal discussion to explore the roles and your fit in more detail, please contact Peter Guilder at GatenbySanderson who are managing this senior police staff recruitment process on behalf of the MPS. Peter can be contacted via email: Peter.guilder@gatenbysanderson.com or mobile: 07545 441127.

If you do not receive an acknowledgement of your application within 48 hours, please email peter.guilder@gatenbysanderson.com

The indicative timetable for the selection process is as follows. This may be subject to change:

Advert Closing Date:	23:59 on 14 th February 2021
Long List Meeting:	w/c 15 th February 2021
Preliminary interviews:	w/c 22 nd February and w/c 1 st March 2021
Short List Meeting:	w/c 8 th March 2021
Assessments & Site Visits:	w/c 15 th March 2021
Final Panel Interviews:	w/c 22 nd March 2021

COMPETENCIES AND VALUES FRAMEWORK FOR SENIOR POLICE STAFF

Your application to become a member of Senior Police Staff in the Met will be assessed against Level 3 of the Competency and Values Framework and the requirements of Transformation Director role. More information about Level 3 of the framework can be found on the Met Careers website.

Competency & Values Framework

We are Emotionally Aware

We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions.

We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others.

Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds.

We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet.

We Take Ownership

We take personal responsibility for our roles and accountabilities but we do not let this hold us back from being effective or taking appropriate risks.

We make decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes and reflect to improve and amend our future practice.

Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision-making. We take responsibility for ensuring that support or development is sought to minimise any risks.

We are Collaborative

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes.

We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers.

We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

We Deliver, Support and Inspire

We understand the vision for the organisation. We use our organisation's values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support.

We are dedicated to working in the public's best interests. We understand how we have an impact on the wider organisation and those around us and we help others to deliver their objectives effectively.

This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

We Analyse Critically

We analyse information, data, viewpoints and combine the best available evidence to understand the root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide sources of evidence to give us a greater view of what is happening underneath the surface. We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers but will always try to gather facts and robust information to be able to think tactically and strategically.

We are Innovative and Open minded

We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes.

We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors. Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions.