



# Metropolitan Police Service Information Pack

Transformation AMS Manager

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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YARD

## INTRODUCTION FROM THE COMMISSIONER

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I am looking for someone outstanding to join my team who can help us manage the daily challenges London poses, and who can also drive the change necessary for the Met to keep pace with this vibrant city. London is a fantastic place and I have always been incredibly proud to serve the capital. It is a diverse, growing and ever-changing city with national impact and international reach.

How the Met operates has changed significantly in recent years, achieving a step change in effectiveness, efficiency and confidence. But the scale of our ambition for the future is even greater. It has to be.

There are many challenges facing policing. I have no doubt the Met can meet them all – to transform, to exploit the opportunities of the digital age, to get the best from our people and most importantly to make London the safest it can be.

The Mayor has set out his priorities in his Police and Crime Plan – a bold and challenging agenda with a focus on priorities. My particular focus is to bear down on violence in all its forms, protecting the vulnerable and the security of our city. I want us to become even closer to our communities, building confidence and trust.

One of my central aims for the Met is that we are a modern police service, but with the best of policing's traditional values at our core. To do that we need every single part of the force to be well led, every officer and staff member to feel supported and to have the right equipment to help them serve London.

I want all our people to believe in the Met and the tangible difference they make every day across the city so that we can become even better at keeping London safe. I want the public to believe in us too and so I want us to be more transparent about what we do on their behalf.

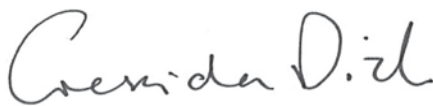
## INTRODUCTION FROM THE COMMISSIONER

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Our values of courage, compassion, integrity and professionalism remain at the heart of everything we do. My commitment to you is to lead the Met in a way that respects and nurtures these very traditional values but which also puts us at the forefront of modern policing and maintains Scotland Yard's well-earned international reputation.

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 Commissioner





## ABOUT THE MET

Founded by Sir Robert Peel in 1829, the Metropolitan Police Service (the Met) is one of the oldest police services in the world. From the beginning, the purpose of the Met has been to serve and protect the people of London by providing a professional police service. This remains our purpose.

Our vision is to make London the safest global city, a city in which people are free to be themselves, express themselves and flourish. We strive to earn the trust and confidence of every community and take pride in the quality of our service so that people love, respect and are proud of London's Metropolitan Police.

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.

The Met 'New Scotland Yard' is internationally recognised for its history, law enforcement and skills in fighting crime, however a constantly changing city needs an accessible police service which reflects and understands the people it serves. It needs an effective police service equipped for the 21st century with a visible service which every day continues to earn the trust and confidence of Londoners.

Today, the Met is made up of more than 39,000 officers and staff, plus thousands of 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 has 25% of the total police budget for England and Wales.

We're proud that the Met is seen as a world leader in policing. The 'Scotland Yard' brand is known around the world as a symbol of quality investigation and traditional values of policing. Thanks to this reputation, our services are highly sought after, either through using our officers and staff in operational matters or by training others and giving them the opportunity to learn from our experiences.

### LONDON: THE AMAZING GLOBAL CITY WE POLICE

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

Its ever-changing population is set to grow towards 9.2 million by 2020 and exceed 10 million the following decade. It is probably one of the most diverse cities in the world. The complexities of policing a city on this scale are huge. A seat of Parliamentary, Royal and Diplomatic power, London is a centre for protest, for criminality, for transport.

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

London is also the world's most popular business and travel destination, receiving 31.5 million Visits in 2015, 12.9 million from the UK. 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 or Minority Ethnic (BAME). These numbers are predicted to grow further as the city expands and develops as an international centre.

Of the six largest world faiths, almost four million Christians and one 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 that 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.

### WE HAVE A HIGHLY AMBITIOUS TRANSFORMATION AGENDA

#### Our transformation programme

Like many public bodies, we work with constrained resources, increasing demand and a changing environment that require us to make policing in London ever more effective. Recognising the challenges and the opportunities to improve our services, we are currently in the midst of one of the biggest transformation programmes of any public sector organisation.

Our **Transformation Portfolio** aims to deliver transformation right across our functions and departments, to modernise the force as a whole, and keep our resources focused on priority areas, providing an effective and efficient service to all Londoners.

In the past twelve months we have delivered:

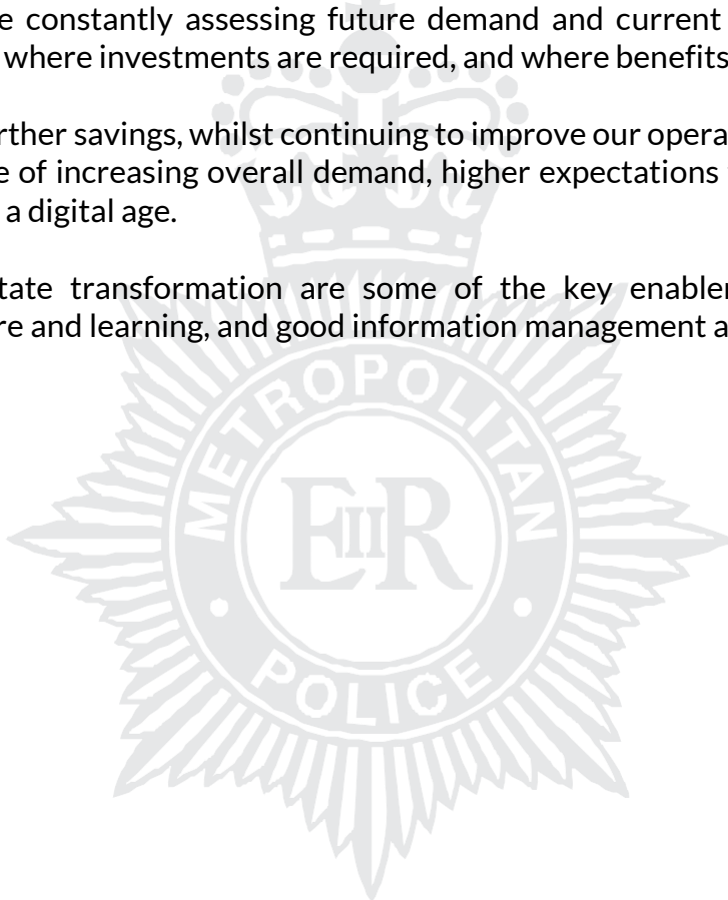
- **A more visible neighbourhood presence**, with about 1,700 dedicated officers whose sole focus is to respond to the issues that matter to local communities (two police constables (PCs) as Dedicated Ward Officers (DWOs), and one Police Community Support Officer (PCSO) in all 629 London wards). These officers are tackling local priorities and anti-social behaviour, identifying people vulnerable to, or at risk of becoming involved in crime, and solving local issues.
- **A strengthened local police**. By regrouping a small number of boroughs to deliver core local policing functions (neighbourhoods, safeguarding, response and investigation) across borough boundaries, we can integrate and enhance our capability, and improve the safeguarding of vulnerable people with more officers dedicated to prevention. Management costs will reduce, which means we can maximise the availability of officers on the frontline. People, buildings, technology and fleet currently in one borough will be shared across a Basic Command Unit (BCU), making it easier to provide resources in line with each local area's peaks in demand. In addition, we have opened up access to a police career through direct entry superintendents, inspectors and detectives, attracting a diverse pool of applicants who may not have otherwise considered a career in policing.
- **Significant enhancements to our service**. Our new website offers relevant local information and prevention advice. It includes online crime reporting capability: 11 per cent of crimes are now reported online. A new Telephone and Digital Investigation Unit complements this, reducing demand on our response teams, allowing them to focus their efforts more effectively. Body Worn Video (BWV) cameras were rolled out to over 22,000 officers, more than any other police service in the world. By being the first British police service to share footage digitally with the criminal justice service, we have improved security, reduced the demand on officer time and saved £3.5 million per year in operating costs. Complaints and investigations can become more evidence-based with supporting BWV material.

- **Smarter Working** bringing a significant range of savings and qualitative benefits, including improved morale, officer visibility and service effectiveness and efficiency. As a result of the rollout of 30,000 tablet and mobile devices, we have the ability over time to support our officers with better applications so they spend more time visibly assisting the public and less time in our buildings; we also expect to be able to better serve the public, with our officers having access to the right information at the time when they need it.

We have a clear roadmap that sets out our transformation plans to 2020. We have reviewed our processes and capabilities, our organisational, technological and digital strengths and weaknesses; and are constantly assessing future demand and current gaps to identify where change is necessary, where investments are required, and where benefits can be realised.

We need to make further savings, whilst continuing to improve our operational effectiveness and efficiency in the face of increasing overall demand, higher expectations from the public and the added complexity of a digital age.

Technology and estate transformation are some of the key enablers of that change, but organisational culture and learning, and good information management are also vital to make it a success.





### For London...

A **modern, transformed** and more **efficient Met** will **Protect London** by investing more of its time on the areas of greatest threat, risk and harm;

We will make **every community safer** through our new neighbourhood policing service and a stronger focus on safeguarding to protect the most vulnerable.

### For Our People...

We will provide **real time information** to keep them safe and manage risk, and provide **professional support** so they can concentrate on their job;

We will deliver a **digital service** from contact to court to help meet demand, and trust in them to do their job well and have good professional judgement so their time is spent on activities that have the most impact.



### Our mission is to keep London safe for everyone

#### To achieve this, we will:

##### **Focus on what matters most to Londoners**

Violent crime tops the public's concerns and tackling it is our top priority. This includes terrorism, knife and gun crime, sexual offending, domestic abuse and safeguarding vulnerable people from predatory behaviour.

##### **Mobilise partners and the public**

We know that safety requires action and intervention beyond the police service. We will work with partners and communities to help keep them safe and support them in preventing crime. We will work harder to earn the trust of more young people and ethnic minority communities.

##### **Achieve the best outcomes in the pursuit of justice and in the support of victims**

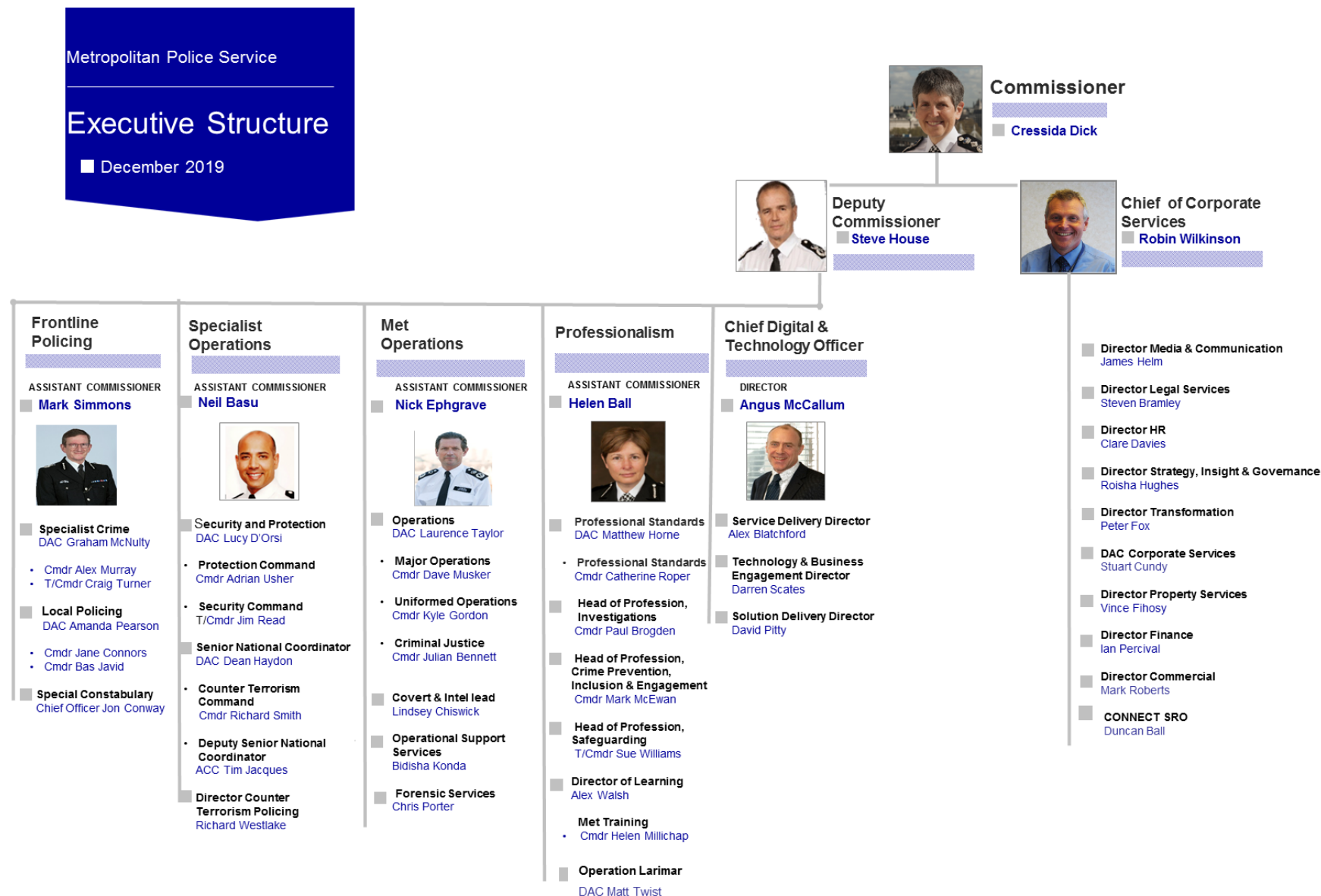
We have a fundamental responsibility to uphold the rule of law and to ensure that victims receive the best possible outcome. We will do this by catching offenders and by ensuring victims of crime receive both justice and the support they need from us and our partners.

As an organisation, we want to lead 21st century policing and:

##### **Seize the opportunities of data and digital tech to become a world leader in policing**

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. We will make information and insight more accessible internally, and externally, to support evidence-based decisions and promote public confidence. We will strive to enhance our global reputation for excellence and expertise in policing.

The following chart shows how the MPS is structured.





## BACKGROUND TO DIGITAL POLICING

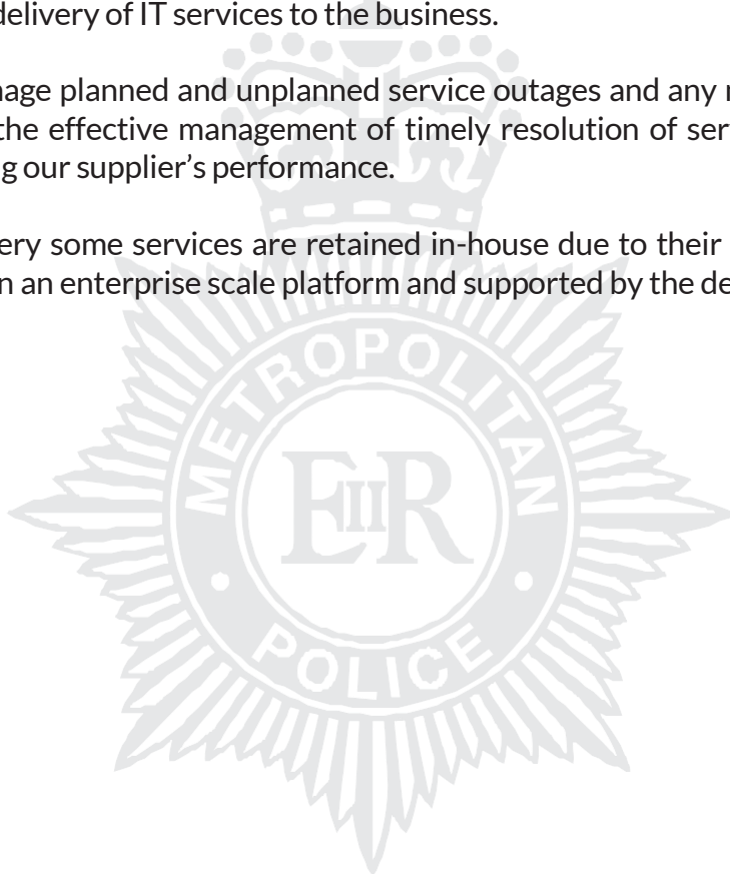
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Digital Policing provides the Met with information and communications technology (ICT) and digital and data services to help frontline officers and staff do their jobs more efficiently, keeping up to speed with developments in technology and make recommendations for new equipment and systems that will help modernise policing.

The Service Delivery team are responsible for ensuring that our current solutions and services are reliable, secure and available at the times the Met needs them. They do this in conjunction with our technology partners to deliver the services to agreed standards, objectives and cost. Digital Policing has adopted an approach to managing multiple suppliers of services, via the Service Integration and Management (SIAM) methodology. SIAM is the coordination of people, processes, tools and technology, data, contracts and governance across multiple suppliers to ensure effective and efficient end-to-end delivery of IT services to the business.

Service Delivery manage planned and unplanned service outages and any major IT incidents. They are accountable for the effective management of timely resolution of service failures, protecting services and managing our supplier's performance.

Within Service Delivery some services are retained in-house due to their specialist nature. These services are hosted on an enterprise scale platform and supported by the dedicated Secure Services team.



## JOB DESCRIPTION - TRANSFORMATION AMS MANAGER

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**Job title:** Transformation AMS Manager

**Location:** West Brompton, Hammersmith, Kensington

**Responsible to:** Director of Application Management & End User Services

### Job Summary:

This role is required for the transformation and delivery of a specified set of live applications and services to the business. The role acts as a bridge between the suppliers and business users, providing an MPS point of contact to maintain existing services and define future application and service strategies - ensuring that suppliers are aware of the application and business drivers. The role ensures the best balance of quality, risk and value for money for the MPS, through oversight, challenge, guidance and decision authority to the suppliers. It also provides a services-focused input into application strategies and change projects.

### Key Responsibilities:

- The role holder understands the business activities and requirements and the way they are supported by the live applications and services.
- Jointly with Business Engagement, maintains an on-going relationship with the business and an awareness of the business priorities, issues, strategies and plans. Also maintains awareness of the IT strategies, roadmaps and development plans affecting applications within scope.
- Uses this knowledge and awareness to steer and guide supplier transformation and delivery activities. Agrees the activities, services, processes and tools used by the Application Management Supplier and 3rd party Application and service suppliers, ensuring they are aligned with the relevant MPS technical and service standards.
- Agrees the suppliers' Application Roadmaps, ensuring they are aligned to the overall DP Application strategy and roadmaps.
- Monitors business requirements, satisfaction, business development plans and change requests, and feeds them into the regular demand, availability and capacity reviews conducted by the Application and Tower suppliers.
- Commissions ad-hoc reviews and proposals to address new requirements and opportunities. Reviews supplier recommendations and challenges them to optimise business benefit and value for money.
- Proactively identifies and provides solutions for any strategic service risks and issues.

## JOB DESCRIPTION - TRANSFORMATION AMS MANAGER

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- As a member of the Application Management and End users Services team, work with other team members to develop best practice in supplier management and business delivery and continually improve the service outcomes for the business.
- Represent Service Delivery on project and programme boards and governance bodies.

### Knowledge, Skills and Experience:

#### Knowledge:

- Excellent working knowledge of the applications and services in the area of responsibility and the operational impact of non-availability.
- Detailed understanding of specific application related technology and able to use knowledge to challenge and support suppliers.
- Commercial understanding of application technology, against industry trends and best practice in order to be able to challenge and support suppliers in their delivery to MPS.
- Strong understanding of Financial and Commercial models.
- Good understanding of application Security implications, as well as wider technology touchpoints.
- Understanding of the SIAM / Towers model.

#### Skills:

- Excellent stakeholder and supplier management.
- Excellent interpersonal skills, including teamwork, collaboration, facilitation, negotiation, and achieving results by influencing others.
- Ability to use specialist knowledge of business and applications to provide support and also challenge users, suppliers and colleagues.
- Commercially and technically astute problem solver, with the ability to quickly get to the heart of a problem and propose effective solutions.

#### Experience:

- Technology strategy management (specifically in Application Management Services).
- Working effectively in a multi supplier outsourced environment, ideally based on a SIAM / Towers model or similar.
- Customer relationship management and customer focused service delivery.
- Experience of working within a public sector environment.



### Operational Effectiveness

#### **Delivers quality outcomes to meet objectives**

Uses specialist knowledge and skills to support the delivery of relevant objectives. Ensures a high quality service, balancing the needs of customers and stakeholders. Manages a range of tasks, delivering to time and quality. Adapts and responds to shifting priorities. Deals with challenges and generates solutions.

#### **Manages risk through informed and reliable judgement**

Uses specialist knowledge and skills to inform decision-making and minimise risk where practicable. Provides guidance and support, seeking it where appropriate. Promotes continuous improvement proactively by identifying, sharing and applying lessons learnt.

### Organisational Influence

#### **Acts with Professionalism**

Behaves appropriately, taking personal responsibility for own actions and setting a good example for other colleagues. Actively demonstrates the promotion of equality and valuing of diversity and helps others to do so. Develops from own experience and supports the development of others where relevant. Takes account of how own behaviour affects others. Maintains a current understanding of specialist area.

Shows initiative, personal resilience and motivation to deliver a quality service. Upholds legislation, regulations and policy, acting with integrity and challenging those who do not.

### **Develops effective communications and working relationships**

Behaves appropriately, taking personal responsibility for own actions and setting a good example for other colleagues. Actively demonstrates the promotion of equality and valuing of diversity and helps others to do so. Develops from own experience and supports the development of others where relevant. Takes account of how own behaviour affects others. Maintains a current understanding of specialist area.

Builds effective relationships with customers, colleagues and stakeholders. Communicates effectively and inclusively with customers, senior managers and team members. Ensures clear, two-way communication through listening and responding appropriately, learning and sharing information. Upholds organisational reputation

### **Resource Management**

#### **Manages own time and relevant resources efficiently and effectively**

Prioritises work and use of resources to meet relevant objectives. Ensures time and resources are used in away that best meets customer and the organisation's needs. Uses the organisation's resources efficiently, ethically and appropriately. Shows support for efficient working.

## YOUR 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 a starting salary of £54,477 gross per annum and a London Location Allowance of £2,623. Annual incremental spine points will achieve progression from minimum to maximum of the pay scale.

As a member of our team, you will also have access to substantial annual leave, Civil Service pension arrangements, interest free season ticket loans, flexible working conditions and many more. 'My Lifestyle' is an external website, offering Met employees (staff and officers) guaranteed savings at major high street stores and retail outlets nationwide. You can save money on everything from food, clothes, furniture, electrical and DIY products to hotels, restaurants, cinemas and theatre tickets.

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.

All staff are also 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 MPS has four well-equipped Sports clubs at Bushey, Chigwell, Hayes and Imber Court, available to all staff as well as family and friends.

For further information regarding the terms and conditions offered by the MPS and assistance in completing your application, please visit the MPS Careers website.



## ELIGIBILITY CRITERIA

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For further information regarding the eligibility criteria for joining the Met, please visit the Met Careers website or the information contained in the application.

The Met is committed to safeguarding the welfare of children and vulnerable adults. As part of these safeguards, the MPS adopts a consistent and thorough process of safe recruitment in order to ensure that all MPS staff and volunteers are suitable.

Posts that involve a high level of contact with children and vulnerable adults will additionally require a Criminal Record Bureau (CRB) check.

### Applicants with previous MPS service

Please note that individuals with previous MPS service who left the MPS as a result of a corporate Early Departure Scheme [where compensation was awarded e.g. redundancy] are not eligible to submit an application to re-join the MPS in any police staff role for a period of 2 years from their date of leaving the organisation. Any applications received that do not comply with this will be automatically rejected.

- Your application form will be initially sifted against MPS criteria such as convictions and residency.
- Following the initial sift your application will be assessed against the role criteria.
- If successful at this stage we will contact you regarding an interview date. You will receive a minimum of 7 days' notice. If you are unsuccessful at this stage we will also write to you and advise you of this.
- The interview will be a competency-based interview and questions will be posed around the criteria for the role in question, as set out in the advert and information pack.
- If successful at interview we will send you an initial offer of employment which sets out what happens next.
- If unsuccessful we will also advise you in writing but will be unable to offer feedback.

**Please note any correspondence received from us will be via e-mail and sent to the address you provide on your application form.**

## WHAT TO DO NEXT

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**Please submit your completed online application, CV and Personal Statement** by the advert closing date.

For general enquiries please visit [www.metpolicecareers.co.uk](http://www.metpolicecareers.co.uk), which includes an 'Answering Your Questions' section or contact the Recruitment Team on 01633 632500.

- The recruitment process is thorough and consequently can be quite lengthy.
- Shortlisting and interviews will be based on the criteria listed.
- Until an offer of appointment is confirmed in writing, you should not assume your application has been successful.

