



Metropolitan Police Service Information Pack

Commercial and Finance 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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INTRODUCTION FROM THE COMMISSIONER

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

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.

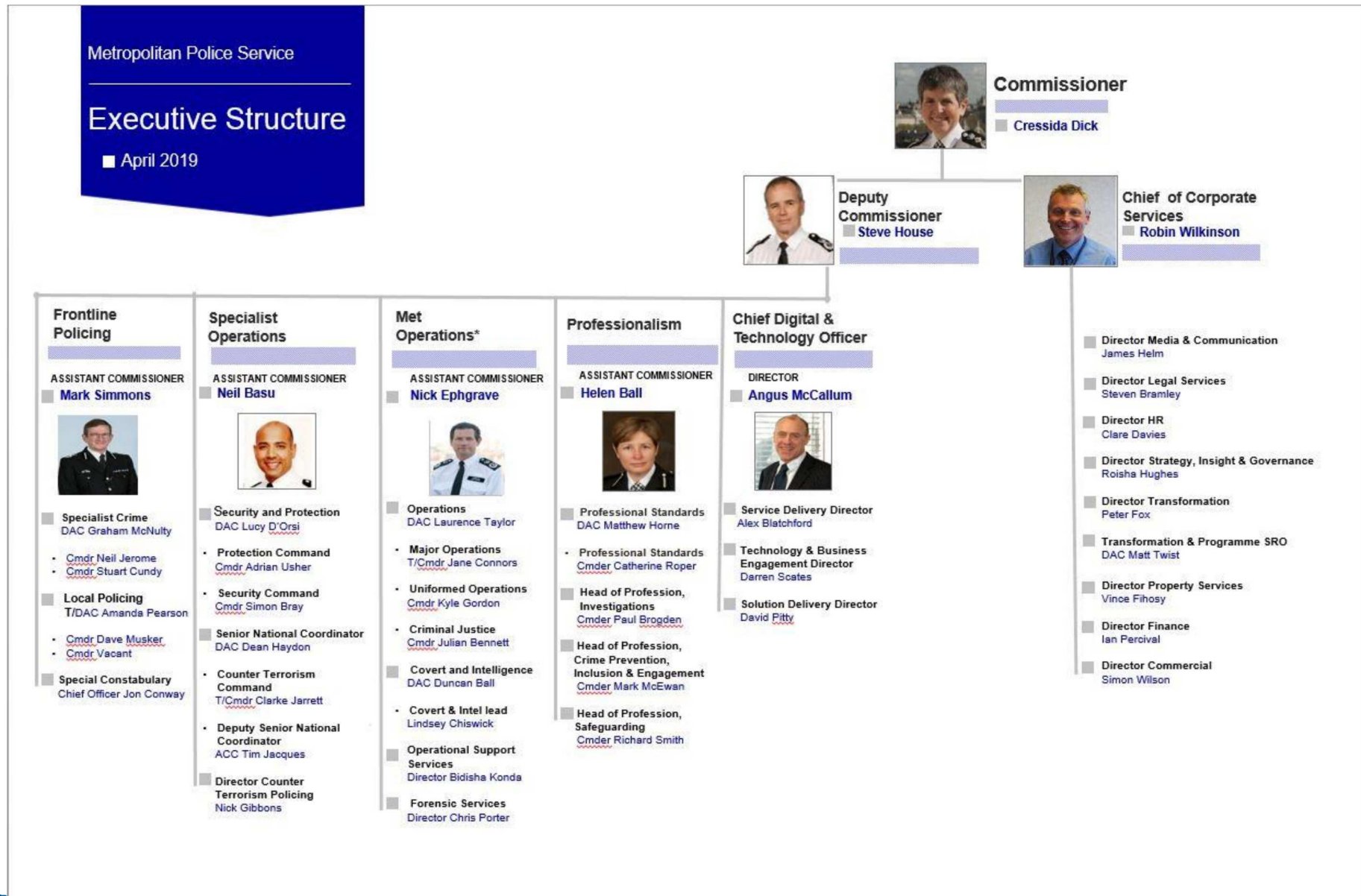
Achieve the best outcomes in the pursuit of justice and in the support of victims

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.

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.



UK Policing is transforming the way it delivers services. The ambition is to use digital channels to make the experience of contacting the police as helpful, personal and reassuring as approaching an officer in the street.

Our ambition is to build and run world-class public services for the digital age, working in small, agile teams of developers, designers and content specialists on behalf of all 43 UK police forces. Users will come first and everything we do will meet their needs; informing, reassuring and empowering the public.

A key part of this is the roll-out of a national policing platform - the SOH (Single Online Home). The SOH will offer the public a consistent way of engaging with their local force and accessing police services and information online wherever they are in the country.

The platform is customer-focused and represents a transformation in provision across first contact, service delivery, recovery and ongoing relationship management. A digitally-enabled police service will transform the relationship with the public by offering true channel choice.

Giving the public the option to engage with the police on social media, via the force website or through more traditional channels, the public will be able to report incidents and make enquiries online. These will be prioritised to manage demand and ensure that the public are directed to the person or service that is best able to deal with their request. The public will be asked to provide all the information required leading to better quality information for offices and staff to work with. By empowering communities with better access to information, advice and police services, we will enable the public to be partners in solving and preventing crime.

This will fundamentally change the way in which the public engage with and contact policing, ensuring that digital web services become as recognised and significant as the 999/101 systems primarily used today.

In short, we are delivering the world's largest digital police force and this role is key to the exciting journey.

Job title: Commercial and Finance Manager

Location: Westminster

Responsible to: Director of National Single Home of Policing

This Commercial/Financial Manager role will be critical in the successful contract and financial management of the delivery and build phase of the National SOH Platform capability over the next two years and the future on-going successful management of the Platform going forward.

Knowledge, Skills and Experience

The Commercial and Finance Manager provides strategic oversight and support to the National SOH management team by assessing all SOH finances against organisation strategy and objectives to ensure SOH is managed to budget and benefit realisation. The Commercial and Finance Manager will act as the Contract Manager for key SOH contracts evaluating data, using market knowledge to identify emerging risks and opportunities to work with the SOH management team and suppliers to manage risks and maximize operational and financial performance.

Knowledge

- Knowledge of best practice on financial and management practices and reporting. Ideally knowledge of Police (MPS) finance practices and policies.
- Knowledge of best practice contract management and public sector procurement rules and processes with knowledge and experience of using G Cloud and managing services procured through G Cloud. Knowledge of Section 22 agreements between forces is desirable.

Skills

- Analytical and judgment skills: to analyse diverse sets of information and draw out appropriate correlations between data sets in order to generate solutions to complex operational and strategic problems to appraise options
- Planning and organisational skills: Able to formulate and implement long term strategic corporate plans. To plan and act strategically and corporately, with a creative approach to problem solving and delivery in demanding circumstances and with competing priorities. Highly motivated and proactive approach to working including a strong desire to meet deadlines and deliver quality work.
- Communication and relationship skills: Effective communication skills. Ability to explain things clearly either verbally or in writing in the most appropriate style and tone. To influence senior stakeholders within a business, achieving an appropriate balance between customer care / responsive and delivery of professional advice. Strong

JOB DESCRIPTION – COMMERCIAL AND FINANCE MANAGER

interpersonal skills and team working skills with the willingness to support others and share ideas. Business focused and flexible when meeting operational needs and expectations. Takes responsibility to meet business requirements and ownership of work and maintains a strong work ethic.

Experience

- Working with senior management to Board Level teams. Working with Central Government and National level organisations.
- Working with and building strong relationships with other departments and stakeholders. Working and influencing in matrix teams. Working in a project “start-up” style environment.
- Contract Management including providing Contract and Financial Management Advice and developing Mitigating Strategies
- Identification and sharing of opportunities to create further value in the SOH and contracts, which may include further cost savings or risk mitigation
- Of Business Analytics and associated techniques, Investment Appraisal, Financial Management & Planning in complex organisation, Budgeting & Forecasting, Management Reporting.

Professional/external qualifications

- Required: CCAB or equivalent membership
- Advantageous: Post graduate qualification e.g. MBA or equivalent
- Advantageous: Formal Commercial or Contract Management qualification

Communications and Working Relationships

- The Commercial and finance role will need to motivate all stakeholders to achieve SOH delivers to strategy and within budget the contract and organisational objectives. This will include regular performance reviews with the SOH leadership team, suppliers and the police force stakeholders.
- Working with the SOH National Platform governance bodies the person in this role must influence senior decision making based on the evaluation of impact of change in the context of organisational strategy. This person must challenge stakeholders and provide insight on whether proposed changes are in the organisation’s best interest
- Whenever disputes arise the person in this role will lead knowledge sharing by providing insight to stakeholders on disputes across contracts and suppliers.
- Identifies organisational opportunities and oversees implementation to realise benefits
- Liaison with forces joining the SOH National Platform to implement and then manage the Section 22 Agreement between the MPS and the force. This covers the legal, financial and operational obligations of the MPS and the force and how the relationship will work.

JOB DESCRIPTION – COMMERCIAL AND FINANCE MANAGER

- Interaction with force finance departments for the management and tracking of the funding and invoicing of the service and the expenditure of the national platform service. Interaction with the platform suppliers for the management of invoices and all financial aspects covered within the contract.

Key Result Areas

- Reporting to the SOH leadership team deliver all commercial and financial aspects of the National SOH to strategy and within budget.
- Manage the reporting, invoicing, if required disputes and settlement of cost sharing with all police forces on the SOH platform.
- Report SOH finances to the National SOH governance structures as agreed and set out in headline in the organisation chart in Section 2.
- As contract manager on the key SOH manage the contract to deliver best value for money and or risk mitigation.
- Lead change process, including the communication approach, to obtain maximum value from the contract and/or reduce risk and ensures implemented changes to the contract are reflected in contractual documentation, risk register, business case and financial model.
- Provides oversight and advice in the monitoring of service level agreements, considering and managing risks posed by data capture, processing and reporting. Identifies impacts outside of individual contract and resolution options
- Oversees the identification and documentation of operational key risks; draw on expertise to review proposed mitigation, contingency and recovery measures
- Advises on MI practices to ensure reporting supports achievement of organisation objectives
- Ensure the development and delivery of a high quality and consistent financial advice and monitoring service (covering budget planning, forecasting, month-end monitoring and providing financial support for business case development) in line with agreed standards.
- Manage billing and invoice management between MPS and other forces on the platform.
- Manage Purchase Orders and goods receipting invoices, interacting with MPS finance systems as appropriate

Scope for Impact

The Commercial and Financial Manager must:

- Support through professional insight and leadership the SOH leadership team to deliver the successful deployment and future running within budget of the National SOH platform
- Provide strategic oversight by assessing contracts against organisation objectives to ensure benefit realisation
- Identify requirements and develop benchmarks, ensuring adherence to measure performance and savings
- Lead the design and implementation of contract mechanisms relating to supply chain compliance and sustainability, anticipating and responding to new legislation

JOB DESCRIPTION – COMMERCIAL AND FINANCE MANAGER

- Lead the review of the end-to-end finance management process including financial governance and risk management and look to implement improvements to streamline this process

Dimensions

- The Commercial and Finance Manager while a stand-alone role within SOH will be required to work collaboratively across the SOH team to ensure SOH is managed within budget, the best contract outcomes are secured. The Commercial and Finance Manager will be required to build strong working relationship with the MPS Finance and Commercial teams, the Home Office, the NPCC DPP programme and other police forces on the SOH platform.
- The Commercial and Finance Manager will be responsible for the commercial relationships with all suppliers of services to the National SOH Platform.
- The Commercial and Finance Manager will be responsible for all commercial and finance aspects of the £10m National SOH budget.
- The volume and complexity of work will increase steadily over the next few years as police forces are on-boarded to the platform.



Operational Effectiveness

Delivers quality outcomes to meet strategic objectives

Works in partnership to support the delivery of local and corporate objectives. Drives local performance, vision and strategy, managing streams of activity and aligning to corporate objectives where relevant. Ensures a high quality service, balancing the needs of customers and stakeholders. Adapts and responds to shifting priorities. Deals with complex challenges, engaging with root causes and managing solutions. Reviews working practices and enables change to improve existing practices.

Manages risk through informed and reliable judgement

Implements plans and considers contingencies. Evaluates complex information to make proportionate and justifiable decisions and manage risk where appropriate. Sustains clear and robust governance over area of responsibility. Provides guidance to others, seeking it where appropriate. Promotes continuous improvement proactively by identifying, sharing and applying lessons learnt.

Organisational Influence

Provides strong leadership

Provides clear direction through visible, approachable leadership and leading by example. Values and motivates staff, dealing with their concerns in a consultative way. Manages and develops a positive working culture and equality practices within area of responsibility. 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. Takes account of how own behaviour affects others.

Ensures professional standards are upheld and clearly communicates support for corporate vision. Manages performance and staff issues appropriately and fairly. Shows personal resilience and ownership of decisions. Upholds policy, legislation and regulations, influencing policy where practicable, and acts with integrity, challenging those who do not.

Develops effective strategic relationships

Establishes effective and inclusive communication processes where relevant. Influences and communicates effectively through a sound understanding of relevant stakeholder environments. Ensures clear, two-way communication through listening and responding appropriately, learning and sharing information. Works collaboratively across and outside of the organisation where practical, upholding organisational reputation and managing risk to it.

Resource Management

Manages own time and relevant resources efficiently

Forecasts resource requirements by evaluating complex factors and setting strategic business plans where practicable. Aligns available resources to achieve high quality service delivery and strategic aims. Reviews and maximises the capability of others to meet business need, ensuring they possess the right equipment and skills. Distributes work fairly according to capacity, knowledge and skills where relevant. Acquires and manages resources ethically and appropriately

Manages and reviews resources to drive efficient practices

Drives a culture of efficiency through communication and involvement where practicable. Ensures efficient working through robust supervision and holding to account where necessary. Makes sound workload and deployment judgements to maximise efficiency as far as is appropriate. Manages budgets and resource related policy where relevant. Improves efficiency proactively through review, controlled change and optimising value for money.

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 £58,897 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

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

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

For general enquiries please visit www.metpolicecareers.co.uk 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.

