



# Metropolitan Police Service Information Pack

Senior Operations Manager

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

NEW  
SCOTLAND  
YARD



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**METROPOLITAN  
POLICE**

NEW  
SCOTLAND  
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.

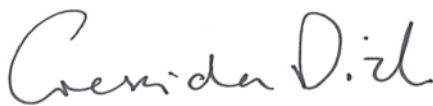
## INTRODUCTION FROM THE COMMISSIONER

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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:

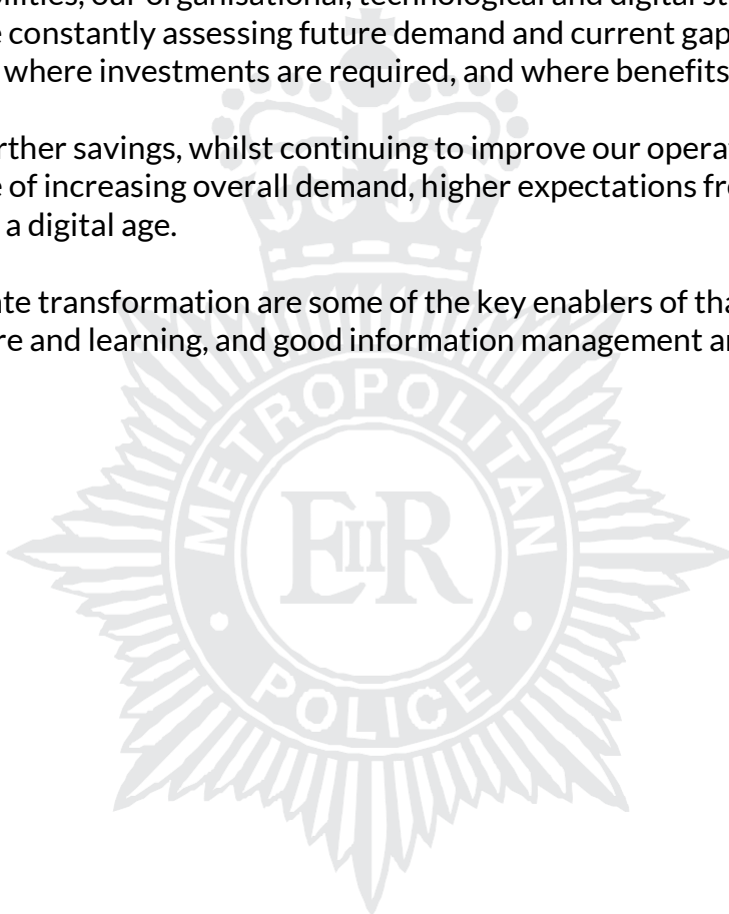
- **A more visible neighbourhood presence**, with about 1,700 dedicated officers whose sole focus is to respond to the issues that matter to local communities (two police constables (PCs) as Dedicated Ward Officers (DWOs), and one Police Community Support Officer (PCSO) in all 629 London wards). These 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**

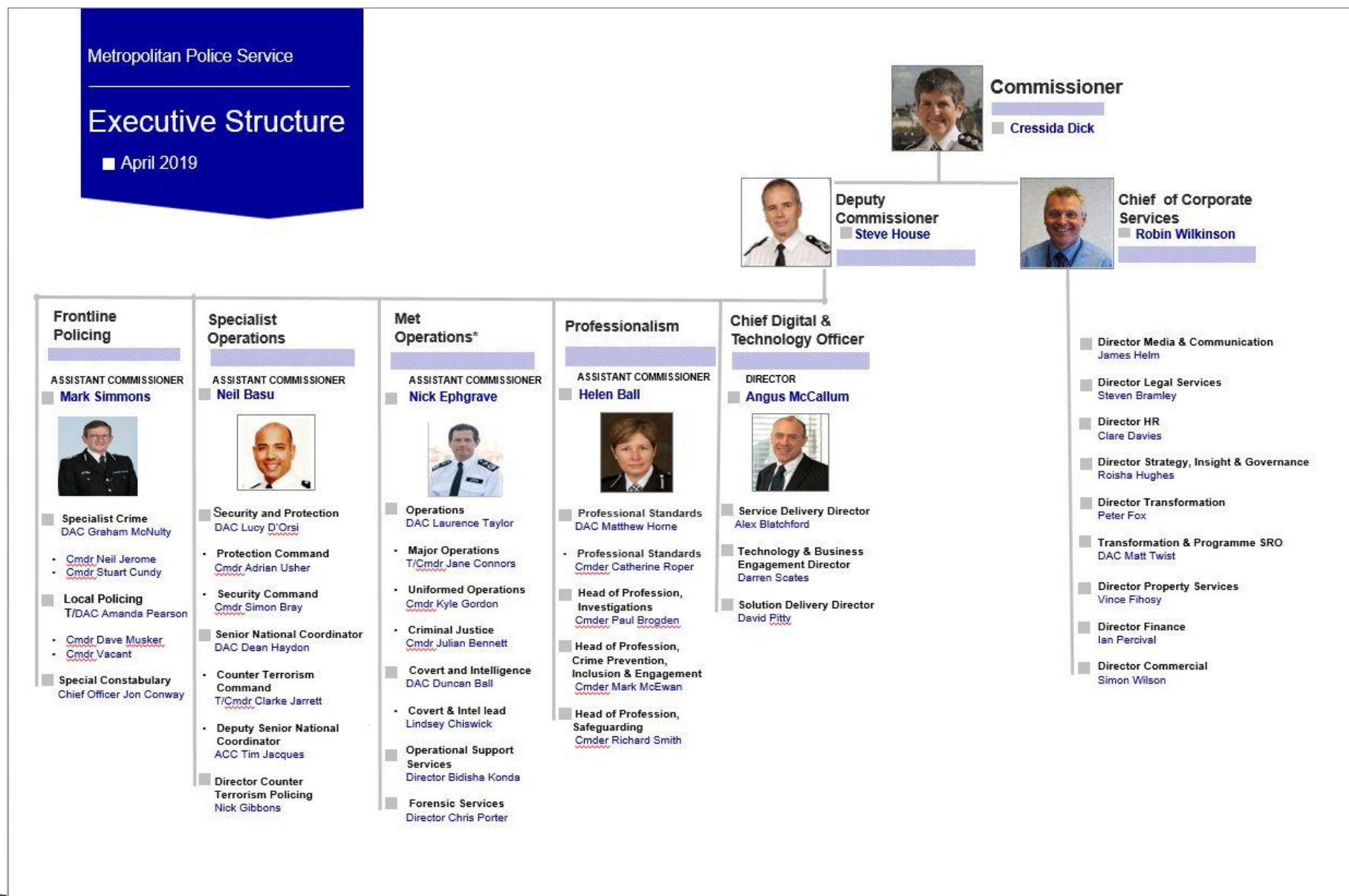
We have a fundamental responsibility to uphold the rule of law and to ensure that victims receive the best possible outcome. We will do this by catching offenders and by ensuring victims of crime receive both justice and the support they need from us and our partners.

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 PROPERTY SERVICES

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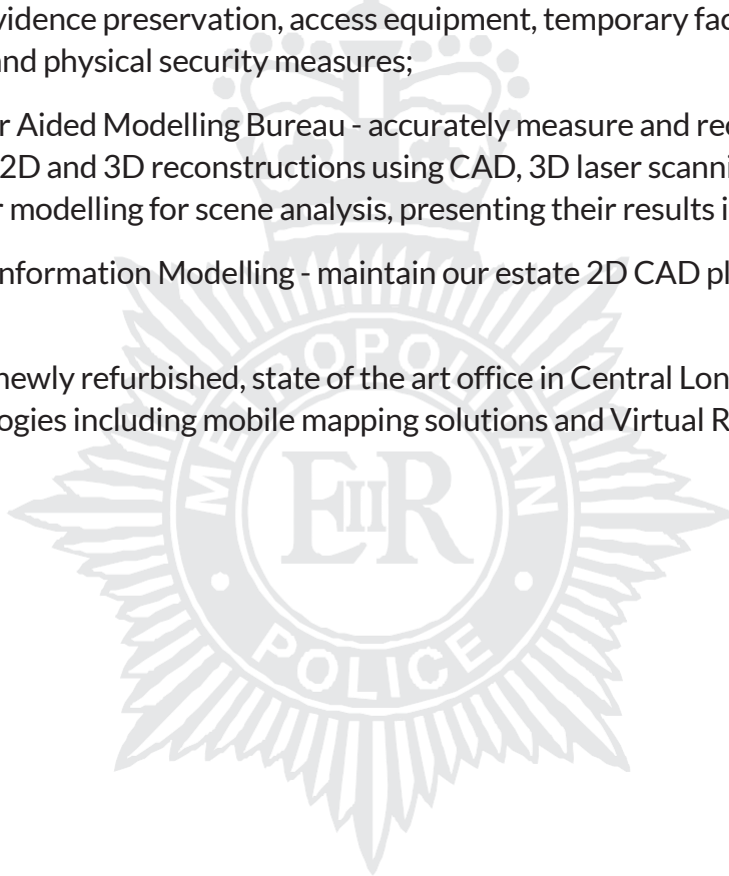
Property Services manage the Mayor's Office for Policing and Crime's estate, supporting the operations of officers and staff across the Met. Through the MOPAC/Met Estate Strategy we are delivering a more efficient and higher quality estate that meets the operational needs of policing in the 21st century.

The 'Operational Support Group' are a small specialist unit within the Property Services Department that deliver specialist construction related logistical, engineering & surveying support to front line police operations on a 24/7/365 basis.

The group consists of 3 teams:

- Special Events - provide initial crime scene, pre-planned and ceremonial event support such as evidence preservation, access equipment, temporary facilities, public order logistics and physical security measures;
- Computer Aided Modelling Bureau - accurately measure and record crime scenes and generate 2D and 3D reconstructions using CAD, 3D laser scanning technology and computer modelling for scene analysis, presenting their results in court;
- Building Information Modelling - maintain our estate 2D CAD plans and 3D BIM models.

We operate out of a newly refurbished, state of the art office in Central London with access to a host of latest technologies including mobile mapping solutions and Virtual Reality systems.



## JOB DESCRIPTION - SENIOR OPERATIONS MANAGER

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**Job title:** Senior Operations Manager

**Location:** Lambeth

**Responsible to:** Deputy Director Operational Support Group

### Job Summary

This role leads the Special Events Team delivering engineering and surveying support to crime scenes, special events and Police operations. This multi-discipline team provide technical and operational support to a variety of Metropolitan Police units and oversee the specification, management and delivery of a range of logistical and engineering solutions.

You will support, manage, motivate and direct a team of internal specialists and a wide supply chain to deliver operational support across the MPS. The role holds responsibility for ensuring that all operational support engineering, building and logistical solutions are fit-for-purpose, safe, meet statutory and legislative requirements and provide value for money.

There is a requirement to attend meetings, liaise with other support departments, external organisations and police colleagues to undertake planned and non-planned ceremonial events, public order and special operations. The role holder is required to plan support to events, produce drawings and necessary documentation, order works, supervise on-site and authorise payments to contractors. The role holder is required to lead and manage all cost aspects for projects from inception to completion.

The activities you support range from major public safety (Notting Hill Carnival and New Year's Eve), public order (demonstrations), ceremonial events (State visits), responding to major incidents, attending crime scenes and facilitating police searches. Activities include the deployment of crowd control barriers, providing temporary accommodation & welfare facilities, temporary connection to utilities, erecting scaffold structures, deploying Hostile Vehicle Mitigation measures and making safe potentially dangerous structures for police/forensic activity.

A qualification in either Building Surveying or Mechanical/Electrical Engineering is essential and the role holder must be fully conversant with all current legislation including the Health & Safety at Work Act.

A hands on approach is expected along with a necessary ability to manage a variety of building and engineering works personally (both mechanical and electrical) when required. This will also include the design and manufacture of specialist bespoke items at short notice as requested.

The role reports to the Head of the Operational Support Group and operates from a central London HQ. A significant amount of the workload is delivered out of normal working hours and very often during weekend periods and Bank Holidays. As a result the role holder is required to carry an on-call pager and expected to work a flexible working pattern in line with the demands of the work.

## JOB DESCRIPTION - SENIOR OPERATIONS MANAGER

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Due to the sensitive nature of the work undertaken by the section, the role holder must pass Security Cleared vetting. You will frequently work outside of London and remote areas so a full driving license is essential.

### Scope

- Deliver Operational Support projects ensuring right first time solutions are delivered on time.
- Ensure all Operational Support projects comply with statutory and legislative requirements, contractual obligations and Property Services, Met Police and MOPAC policies and standards.
- Co-ordinate Health and Safety Risk Assessments
- Develop Construction and Engineering performance standards within the section
- Develop and report against key performance indicators
- Monitor standards and service delivery to a variety of contracts
- Provide specialist and technical advice to various MPS departments.
- Write specifications, produce and interpret technical drawings and plans.
- Have control of budgets, prepare financial forecasts, and be fully aware of financial accountability.
- Procure materials and services, including the preparation, review and analysis of tenders.

### Personal Specification

- Committed to improving the operational performance of our solutions.
- A dynamic and visible leader who is pro-active with a can-do approach to problem solving.
- Enthusiastic, energetic and able to work independently and effectively within a team.
- Able to end-to-end manage small, discreet projects from inception through to final account including brief and tender preparation, ensuring police operations are not compromised.
- Determined to see things through, takes accountability and is able to motivate stakeholders in pressured multi-disciplinary project environments.
- Keeping within employment legislation, the role holder is required to be flexible in their approach to working hours, prepared to work out of hours and within an on-call system, responding to urgent requests often at very short notice.
- Resilient in the face of competing demands and able to prioritise multiple projects



## JOB DESCRIPTION - SENIOR OPERATIONS MANAGER

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with tight and unrelenting deadlines.

- Strong interpersonal skills, including teamwork and collaboration, with well-developed networking skills.
- Experience of building strong, long-term relationships with key stakeholders with the ability to advise and influence strategic partners, senior officers and contractors.
- Effective and confident communicator with good oral and written communication skills and the ability to provide support and technical advice on all specialist topics relating to works undertaken.
- You may on occasion be required to visit crime scenes and view material of a disturbing nature.
- High level of integrity, with the ability to handle sensitive material in confidence.

### Essential criteria

- Should hold a professional Building Surveying or Mechanical/Electrical Engineering qualification (HND, equivalent or higher)
- Good working knowledge of building services, their systems design, operation & maintenance, with regards to electrical, mechanical, and public health systems and statutory inspection requirements.
- Sound knowledge, understanding and application of differing building construction methods including residential, commercial, low and high-rise premises.
- Sound knowledge, understanding and application of various utility services. Includes electrical supplies (110V, 240V and 415V three phase supplies), mains water supply including down services, drainage systems (foul, surface and combined), gas distribution pipework, plus a working knowledge of heating & ventilation systems including air conditioning units.
- Sound knowledge of the current Health & Safety Regulations including COSHH, writing and checking Risk Assessments and Method Statements.
- General knowledge of the various acts and statutory instruments that affect the built environment, including Building Regs, I.E.E. Regs; Gas Safe installations, CDM Regs; Town and Planning issues; Landlord and Tenant Act (affecting the running of all services within a building); Factories Act; Scaffolding and Access Towers; Building Act (for dangerous structures), T.P.O's, Environmental Acts (waste management, control of emissions etc) and the Highways Act (Chapter 8).
- Must have strong project management skills and experience of managing and liaising with multiple contractors, stakeholders and partners, good report writing skills and the ability to work to tight budgets and deadlines.
- Hold a full UK driving licence and the confidence to drive work vehicles in central London.

### 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 £46,140 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.

