



**Metropolitan Police Service
Candidate Information Pack
Director of Culture Change**

**NEW
SCOTLAND
YARD**

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INTRODUCTION FROM THE ASSISTANT COMMISSIONER

Thank you for your interest in becoming part of the Met's executive team as our Director of Culture Change.

This is one of the most challenging times in the Met's history. Despite the healthy 'can do' attitude of the majority of our staff, an underlying culture has been identified that is damaging to the trust and confidence of many Londoners.



We are committed to promoting and supporting a sense of purpose and vocation for our staff focussed on how we understand and provide a service to London. We will recruit and retain people with high integrity, and establish a culture that enables the Met to sustain the high standards our communities expect and deserve, creating a workplace where our people can thrive. I want to reassure you from the outset that we are determined to win back trust and make the Met a great place to work. To do this we need the support of great senior leaders, communities and professional experts to help us achieve the level of reform needed.

As Director of Culture Change you will work with me, and as a trusted adviser to the Commissioner and other Management Board members, to deliver and drive a programme of culture change across the organisation.

As someone who has already worked across an organisation to change culture, embed behaviours and values you will be an expert in your field. You will be able to demonstrate positive change in creating an inclusive culture that is focused on the ethos of public service and high standards, sets diversity and equality at its heart and supports an organisation that is much more reflective of the communities it serves.

You will need to be able to show that you understand the context of London and our communities. London is a fantastic place and we are incredibly proud to serve the people of the capital. It is a diverse, growing and ever-changing city with national impact and international reach. But the scale of our ambition for the future is even greater and more urgent. It has to be.

This is without doubt an exciting and influential leadership role, within one of the country's most iconic policing organisations. It's a role in which your impact will be felt - directly contributing to our mission.

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

Assistant Commissioner Barbara Gray

ABOUT THE MPS

Our emerging Strategy

A New Met for London is an important moment in our history. It is our plan for delivering the fundamental reset and reform that the public rightly demands and which we have already started to deliver. It will address the critical, systemic issues facing the Met, most recently outlined by Baroness Casey, and which cannot be fixed with a single initiative, or over a few weeks.

Whilst still at consultation stage with our communities and our staff, implemented over the next two years, this plan will see the Met:

Deliver better policing through community crime-fighting

- Fundamentally resetting how we serve Londoners, putting the public first in everything we do. We will invest in neighbourhood policing, creating a more borough-based service, but we will also make working as part of London communities the responsibility of all officers and staff.
- Improving how we protect the public from harm, targeting the most harmful offenders. We will transform our service to women and girls, in and out of the Met, and prioritise the safeguarding of children.
- Taking a more proactive and precise approach to reducing crime, using data to target our operational activity.
- Providing the best outcomes for victims of crime, delivering a world-class and consistent service across London.

Renew policing by consent

- Embedding the values of policing by consent and meeting the ambition set by Sir William Macpherson in 1999: to eliminate racist prejudice and disadvantage and demonstrate fairness in all aspects of policing.
- We will reform our culture – driving change across the organisation – root out all discrimination in the Met, and uphold the highest standards.

Fix its foundations

- The Met's foundations have been severely degraded over the last decade, and we have failed to get the basics right. This has meant our officers and staff simply do not have what they need to do their job properly and offer Londoners the service they deserve.
- We will set up the Met to succeed by investing in the tools and equipment that are critical to success. We will free up more time for officers to work alongside communities and carry out their 'bread-and-butter' policing, and ensure they have the skills they need to do so.

Taken in its entirety, A New Met for London addresses the three main conclusions of Baroness Casey's Review. It will ensure the Met does not discriminate, the Met is properly led, organised and run, and the Met radically improves its service to communities and victims of crime.

ABOUT THE MPS

The Metropolitan Police Service

Founded by Sir Robert Peel in 1829, the Metropolitan Police Service is one of the oldest police services in the world. From the beginning, the purpose of the MPS has been to serve and protect the people of London by providing a professional police service. Despite the challenges we have faced recently, this remains our purpose.

Today, the MPS is made up of more than 46,000 officers and staff, plus thousands of volunteers. With a budget of over £4 billion it is the UK's largest police force. The territory served covers 620 square miles and is home to over 9 million people. The MPS 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.

Policing Our Unique City

London is unique. As the largest city in Western Europe, it is home to 'the world under one roof'. Its ever-changing population is over 9 million and it is one of the most diverse (culturally, ethnically and linguistically) 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 also a focal point for protest and is a high-profile target for terrorist attack as well as being subject to the impact of wider national and international events.

There are over 300 languages spoken in London, and around 40% of the population are from Black, Asian and minority ethnic communities. These numbers are predicted to grow further as the city expands and develops.

The MPS has nearly 34,000 of 140,000 police officers in England and Wales, almost 25% of all police officers, and polices over 15% of the England & Wales population across 32 Boroughs.

Taken together, this creates a unique policing environment. Everyone joining the MPS needs the ability to deliver outstanding policing to Londoners and must share our commitment to beating and preventing crime, and protecting our citizens, streets and communities. Further information on the MPS can be found at <http://content.MPS.police.uk/Home>

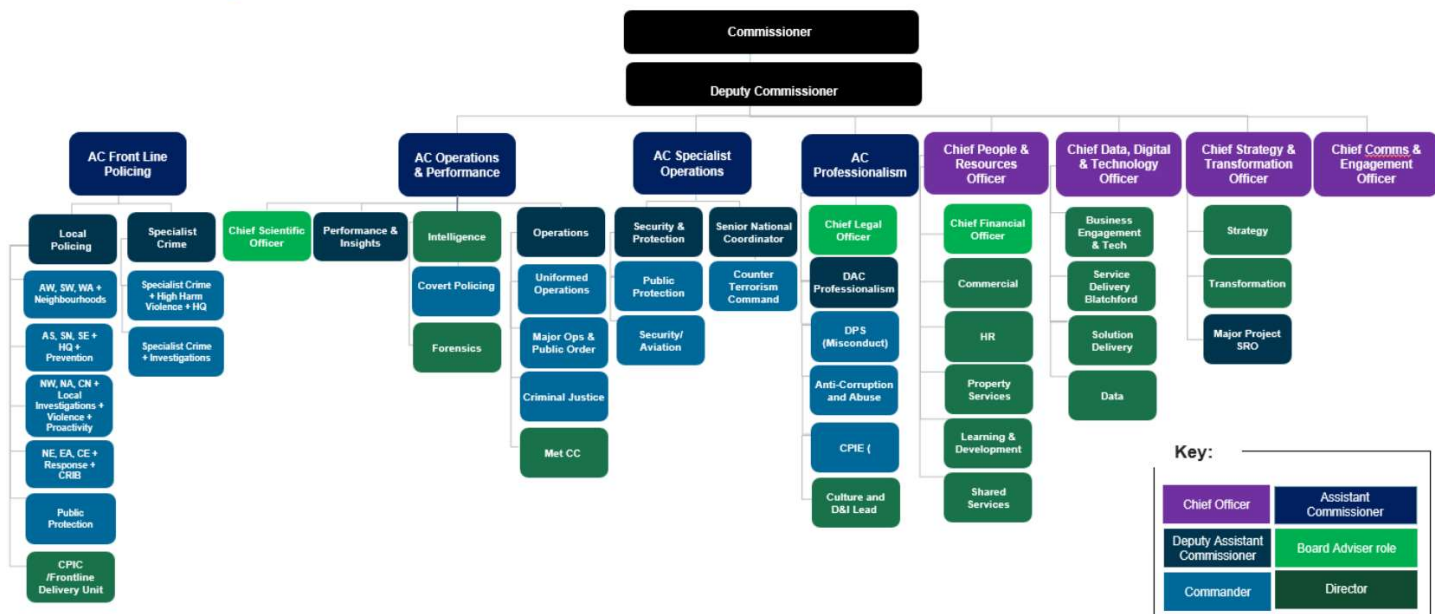
The MPS is responsible for maintaining the peace and is accountable in law for the exercise of policing powers, and to the Mayor’s Office for Policing and Crime (MOPAC) for the delivery of efficient and effective policing, management of resources and expenditure. At all times the Commissioner and the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

Our Structure

We operate through four operational functions:

- **Frontline Policing** leads local policing and specialist investigation across London, responsible for the public facing aspects of ‘more trust and less crime’. Leads the delivery of precise community crime-fighting and London’s strongest ever neighbourhood policing.
- **Operations and Performance** leads the delivery of services that enhance operational effectiveness across the whole of the MPS, using data and intelligence from across the organisation to drive improved outcomes. Leads the pan-MPS specialist operational capabilities required to support effective policing across London.
- **Professionalism** leads the MPS on setting, embedding and enforcing professional standards and tackling misconduct and corruption within the organisation. Leads on delivery of the integration of values and behaviours across the organisation. Focus on prevention, investigation and learning
- **Specialist Operations** continues to deliver counter terrorism and protective services (both in London and nationally).

The **Director of Culture Change** reports to the Assistant Commissioner Professionalism who is a member of the MPS Management Board reporting directly to the Deputy Commissioner.



ABOUT THE ROLE

JOB PURPOSE

To shape, drive and deliver a culture change programme on behalf of Management Board which embeds the values of policing by consent and raises standards, ensuring that equality, diversity and inclusion is embedded in all that we do.

The role holder will operate across the Met in a collaborative way, working with senior leaders to drive improved cultural outcomes, making a real difference to the experience of our communities and our people.

COMMUNICATION AND WORKING RELATIONSHIPS

Key Relationships

External: MOPAC, Home Office, College of Policing, HMICFRS (His Majesty's Inspectorate of Constabulary and Fire & Rescue Services), IOPC (The Independent Office for Police Conduct), NPCC (The National Police Chiefs' Council).

Internal: Commissioner, Deputy Commissioner, Assistant Commissioners, Professionalism, Chief Communications & Engagement Officer, Chief Strategy & Transformation Officer, HR Director, MPS Extended Leadership, B/OCUs, Trade Unions and Staff Associations, Police Federation and Superintendents Association.

KEY RESPONSIBILITIES:

- Creates and executes a clear delivery plan to provide the cultural change needed in the MPS and leads a team which helps orchestrate activity across the organisation to ensure culture reflects values and standards.
- Provides leadership and expertise to Management Board on culture change, equality, diversity and inclusion, taking insight from industry-leading and innovative approaches and responding to external trends
- Sets the standards for the professional and inclusive culture expected across the MPS
- Builds and leads a new target operating model to deliver culture change, diversity and inclusion capabilities and services across the MPS.
- Ensures that evidence-based, data-driven decision-making is at the heart of our high-performance culture, setting up governance and performance objectives to demonstrate progress
- Advises and supports other leaders to deliver the behavioural and cultural change required across the MPS, building trust and credibility through collaboration, providing strategic and operational leadership around culture
- Develops key external relationships, representing the MPS externally and engaging with the highest level stakeholders and strategic partners to realise the strategy and influence long-term thinking e.g. Deputy Mayor, Home Office, NPCC etc

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- Develops external partnerships and networks to identify sources and gather data on emerging D&I trends

SCOPE FOR IMPACT

- Influence the direction of travel for an organisation of c 50,000 people, impacting their roles and the services provided to Londoners
- Influence over large groups of personnel in across the MPS and externally, ranging from police officers, police staff and suppliers
- Driving the culture, inclusion and diversity strategy for the MPS and holding senior leaders to account for change

DIMENSIONS

- Direct budgetary responsibility for Culture & Diversity function
- Responsibility for the future Culture, Inclusion & Diversity team (10-20 people)

PERSON SPECIFICATION

Knowledge

- Expertise and understanding of culture change within large, complex operational organisations
- Knowledge of industry best practice approaches to culture change, inclusion and diversity within policing
- Sound understanding of London and the needs of its communities, in relation to policing

Skills

- Outstanding collaborative, interpersonal and negotiating abilities, high degree of political acumen, being able to 'hold your own' in high-level interactions, whilst providing the right level of constructive challenge
- Engaging leader with a clear, strategic mind-set and vision, with excellent communication skills, and with the ability to build long-term relationships with external partners and communities
- Confident decision maker, able to be effective and decisive in tough situations with highly complex options analysis; a resilient individual
- Highly developed relationship building skills and able to influence across a wide range of senior and board level stakeholders with the ability to maintain the MPS values at times of great pressure
- Ability to affect change within a highly governed organisation

Experience

- Experience of delivering transformational culture change within a large, complex organisations
- Significant experience in the successful delivery of programmes and initiatives that build and sustain a positive organisational culture
- Experiences of delivering sustained diversity and inclusion outcomes for an organisation.
- Experience of working collaboratively with national partners to deliver a shared vision
- Experience of working with senior stakeholders at both a national and local level on critical issues

TERMS OF THE APPOINTMENT

REMUNERATION PACKAGE

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 in the range of circa £100,000 - £120,000 depending on the strength of job related skills and knowledge. In addition, you will also receive a substantial benefits package comprising a minimum of 28 days annual leave, access to Civil Service Pension arrangements, flexible working conditions, access to staff discounted websites (including the blue light card), interest free season ticket loans, membership of MPS sports and social clubs and much more.

Place of Work and Hours

Full time working hours are 36 hours per week.

The Culture, Diversity and Inclusion team are based at Kilburn but you will also be working at New Scotland Yard where the senior leadership team are based. Whilst senior leaders are expected to be visible and accessible to their people, some home working is available.

HOW TO APPLY

To apply for this post, you will need to submit the following documentation to us by no later than **9am on Monday 12 June 2023**.

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

The MPS is committed to being an organisation in which fairness and diversity, inclusion and equality of opportunity are central to our approach. We are determined to ensure we have an organisational culture that reflects and supports these values. We would particularly welcome applications that are representative of the broad range of views and backgrounds we have in our society, and which we serve in London.

MPS is a Disability Confident Employer. We are committed to offering interviews to candidates who request consideration under the Disability Confident Scheme and who meet the minimum requirements for the role, as outlined in the person specification.

If you would like to apply under the Disability Confident Scheme, please indicate this in response to the corresponding questions in the Additional Information Form. You should also indicate in the Additional Information Form if you require any adjustments for taking part in the interview process.

Saxton Bampfylde Ltd is acting as an employment agency advisor to the Metropolitan Police Service on this appointment.

INDICATIVE TIMETABLE

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

Advert closes	9am on Monday 12 th June	Applications reviewed
Longlist meeting	Thursday 15 th June- 13:00-14:30	MPS & SaxBam to agree which candidates to be taken forward for preliminary interview
Preliminary interviews:	Week commencing 19 th June	Candidates met by SaxBam
Shortlist meeting	Tuesday 27 th June- 09:00-10:30	MPS to agree which candidates will be invited to formal interview
Executive Assessment	From the 28 June	Candidates will be asked to complete an executive assessment exercise with an occupational psychologist
People's Panel	Week commencing 17 July	Candidates will be invited to give a short presentation, followed by a Q&A session with an audience of MPS staff and officers
External Community Panels	Week commencing 24 July	Candidates will be invited to give a short presentation, followed by a Q&A session with an audience of MPS staff and officers
Panel Interviews	Week commencing 31 July	Candidates will be invited to attend an interview panel.

Our MPS values are:

Professionalism

Taking pride in the quality and efficiency of our service, we strive for excellence in all we do, recognising good performance and challenging poor behaviour. We work to understand and meet the expectations and needs of the communities we serve. We collaborate and deliver as a team, whilst taking personal responsibility for our actions.

Integrity

We act ethically and serve without fear or favour, respecting and valuing individuals for the diversity they bring. We inspire trust and confidence by doing the right thing and matching our behaviours to our words, always being fair, consistent, open-minded and honest.

Courage

We stand up for what's right, remaining resilient under moral and physical pressure, admitting and learning from our mistakes and holding others to account if we need to.

Compassion

We respond to the needs of those we serve and protect, treating the public and each other with respect and dignity, being caring, friendly and engaging and taking time to clarify and explain.

Respect

We have recently added respect as a value, sending a strong signal about the standards we expect of every member of our organization. Through the Code of Ethics we will make sure our people are clear on exactly what we expect from them.

