

An Assignment for the London Metropolitan Police

Introduction and background to the assignment



To support the major Business Transformation programme on which it was about to embark, the Property Services Division (PSD) of the Metropolitan Police needed an independent view of its readiness and capacity for change.

With this in mind Touchstone Renard were asked to carry out the initial phase of diagnostic and analytical activities, focusing on the current position of PSD in terms of people, change, skills and competencies.

Our task

In discussion with senior PSD personnel, we defined the scope of the assignment, which would involve Touchstone Renard's team taking a leadership role and playing a substantial part in a range of activities which were to form the opening phase of the Business Transformation programme.

How we went about it

We selected a small team of our consultants with wide expertise and a significant track record in carrying out similar assignments. Each consultant had prior experience of working with the Police and identifying and implementing practical solutions to problems.

Working closely with PSD personnel, our team succeeded in harnessing the enthusiasm of staff at all levels which was a major contributing factor in enabling us to produce real and meaningful findings. In particular, we led and took part in:

- Two half day working sessions to develop a future 'blueprint' for PSD with particular focus on people, culture and behavioural dimensions

- Ten interviews involving PSD senior management and selected team members to examine their readiness for and commitment to change and to gain a greater understanding of their styles, strengths and areas for development

- The development of a survey to gain an insight into PSD attitudes to change and the transformation programme; the culture and leadership of PSD; competencies, skills and opportunities

- Three half day focus group sessions to examine emerging themes and views

- A series of working sessions to analyse outputs and outcomes and identify priorities for the Business Transformation programme

- The preparation of a major report, covering the initial phase of the Business Transformation programme, relating in particular to people, change, behaviours, skills and competencies

Our team completed the various stages of the assignment within the required timescales and delivered a presentation of their findings to senior managers.

What we achieved and our thoughts on the assignment

We were pleased that the work our team carried out provided our client with a successful start to its programme of change to which it was fully committed as a modern Police Force, intent on the continuous improvement of services to the public into the future.