Transformation Framework

A standard approach to underpin strategic, organisational-level peer review, police force transformation and business change.

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Foreword

Policing is undertaking some of the most significant changes since Sir Robert Peel established the Metropolitan Police in 1829, with a rapidly increasing pace that makes predicting the future more challenging. Over recent years, we have witnessed decreasing budgets, increasing and changing demands, greater levels of expectation from a critical media and an increased necessity to work productively in an increasingly complex social context with partners, business and communities.

This new order requires different mindsets and approaches that are more adaptable, innovative and embrace a learning culture that will develop and continually improve policing services. Evidence-based practice, Direct Entry, the Police Education Qualification Framework and licence to practise are all new developments that prepare and develop the policing profession for this new world.

The Transformation Framework developed by College of Policing members and academic partners will complement the above suite of initiatives. It is a comprehensive tool that will provide policing professionals with a consistent approach in analysing and developing a deep understanding of their organisation, how it thinks, operates and works with others outside of policing. This enables the development of innovative solutions and new ways of working that will deliver sustainable improvements in service and performance.

The development and widespread use of the Transformation Framework will play a significant part in developing critical thinking, challenge, innovation and a learning culture. Together, these will make the profession fit to meet the challenges of emerging future demands and expectations of policing.

Alex Marshall
Chief Executive Officer

Introduction

The College of Policing has developed the Transformation Framework with academic partners from the Manchester Business School and the Open University. The Transformation Framework provides a diagnostic approach for high-risk peer reviews and strategic change managers working in policing. The College of Policing will develop training, mentoring and continuing professional development (CPD) for College members undertaking peer support. It brings together established models and recent evidence as guidance promoting consistency across policing. In time, the ambition is to create a culture of learning in relation to transforming policing, to build capability and capacity in effective business change in support of the NPCC National Policing Vision 2025.

The College of Policing has conducted peer reviews and provided support to forces during 2015 and 2016 alongside the themes identified from PEEL inspections. The findings and learning from these have informed the development of the framework. Member and stakeholder views and priorities were also gathered from force transformation leads, police and crime commissioners and their CEOs at events hosted by the Organisational Development faculty with APCC and NPCC. Organisational development themes that have been consistently identified include:

- force business change capabilities

- working practices

- wellbeing

- productivity

- organisational learning

- governance

- developing integrated public services

- predicting future demand.

The framework is for those leading transformation and introducing organisational change. It aims to help College members understand the features of successful business change and grow business change capabilities across the police service. It supports continuous improvement with a focus on organisational enablers that have been shown to advance organisational efficiency and effectiveness.

Applying the Transformation Framework

The Transformation Framework is an organisational development tool that provides a structured approach to considering an organisation. The purpose of organisational development is to increase the capability of policing to continually improve service delivery and business efficiency.

It is intended that forces will nominate senior officers and professional specialists to learn and become competent in applying the Transformation Framework. This will provide a consistent standard to support sector-led improvement. Individuals will develop wider awareness and achievement of the skills and core competences required of senior leaders to plan and lead effective business change and service transformation.

The different audiences and applications of the Transformation Framework include:

- peers commencing a peer review

- members in forces to build business change capability and become self-sufficient in diagnosing organisational issues and effective organisational development

- strategic commanders

- Direct Entry superintendents and inspectors

- professional specialists in forces

- Senior Leadership Programme

- police leaders working with multi-agency leadership teams and strategic partnerships.

The consistent, evidence-based approach provided by the College of Policing Transformation Framework is applicable to all forces to support continuous improvement and deliver outstanding service and value to the public.

The Transformation Framework

The College of Policing brought together academics and representatives from NPCC working groups, HMIC, the College of Policing and the Home Office to consider police transformation and the international evidence around organisational transformation. They developed the framework illustrated below.

Transformation Framework (Meechan 2016)

The framework provides a way of thinking about how organisations work and behave, and can be used in conjunction with other modelling tools to support transformation and business change. It provides a basis for a consistent standard to underpin peer review and peer support for forces seeking assistance in improving performance.

The College of Policing Transformation Framework is supplemented with training and mentoring arrangements to provide CPD for College members and help build business change and organisational capabilities across policing.

Scanning

The deeper and clearer an understanding a force has of itself, its environment and its likely future demands, the more likely its planning and operational performance will be efficient and effective.

PESTEL is a valuable approach that, when applied well, provides a sound basis to inform organisational development. Consider the depth of analysis in the PESTEL model:

- Is it at a local, national or international level, or a combination of these?
- Has the PESTEL analysis advised a thorough identification of opportunities and threats to the force?
- Are the outputs from PESTEL analysis visible in strategy and organisational development activity?

Meaningful **stakeholder engagement** is an indicator of the breadth and depth of an organisation's sphere of influence. Consider stakeholders inside and outside the organisation. Questions to consider include:

- Who is being engaged with?
- Who isn't being engaged with?
- How actively are stakeholders listened to?
- How is engagement conducted?
- How involved are stakeholders in developing solutions?
- How active is the organisation in helping develop solutions for partners?

Organisational intelligence is an indication of how self-aware an organisation is. Consider the following:

- What sources does it use?
- Are they formal or informal, such as social media?
- How is organisational intelligence challenged?
- What alternative sources are considered from elsewhere in the public sector, the private sector or academia?
- How is the strength of evidence and intelligence tested before it can be used for planning and decision making?

Planning

Well-developed and effective plans are built on a strong understanding of the force environment, its stakeholders and the organisation. This enables more effective and efficient use of its resources and the skills of its people to deliver the services asked of it.

Awareness of **risks** and how they are mitigated can influence a force's performance. What is the appetite for risk? Being overly cautious can be restrictive and a lack of attention to risk could be reckless, exposing the force to adverse consequences. Consider:

- What is the **vision** for the force?

- How is it linked to its **values**?

- How closely is everyday activity aligned to the vision?

- How well understood are the vision and values?

- Is the Code of Ethics embedded in the force?

The appropriate level of **capacity and capability** is essential to efficient and effective running of a force. Questions to consider include:

- How well are internal and external demands understood?

- How are resources allocated to meet anticipated demand?

- Do the people have the right training and skills for what they are required to do?

- Are people qualified and competent for their role?

- Are the future requirements understood and planned for?

What are the **goals and measures** used? Consider:

- Do the goals align to the espoused values?

- How is work prioritised against the goals?

- How do goals influence behaviour?

- How are measurements presented?

- Are they qualitative, quantitative or both?

- How is performance tracked and evaluated?

- Do senior leaders focus on force priorities and take account of feedback about delivery?

How are **finances** allocated? Consider:

- How integrated are financial and operational planning?

- Are they aligned to priorities and future demands?

- How is the force influencing financial planning with partners' integrated services?

Change management

Leading effective business change is important. Change can generate many emotions in people, from excitement to apprehension and fear. The best police forces manage change positively to reap the desired benefits with as little disruption or negative consequences as possible.

Predominately, this section considers **planned change**. Consider the following:

- Is there a clear understanding of the case for change and the desired outcomes?

- What form does it take?

- Is it structural, procedural or behavioural?

- What are the views of people in the organisation?

- Is there an evidence base underpinning the changes and a clearly defined desired future state?

What **programme and project management** methods are used to manage the change? Aspects to consider include:

- How well is change management coordinated and are those leading the change qualified and/or experienced in managing change?

- What considerations have been given to slippage, emerging issues or interdependencies?

- How effective is the feedback loop from frontline practitioners and those experiencing the change first-hand?

- How quickly are solutions found?
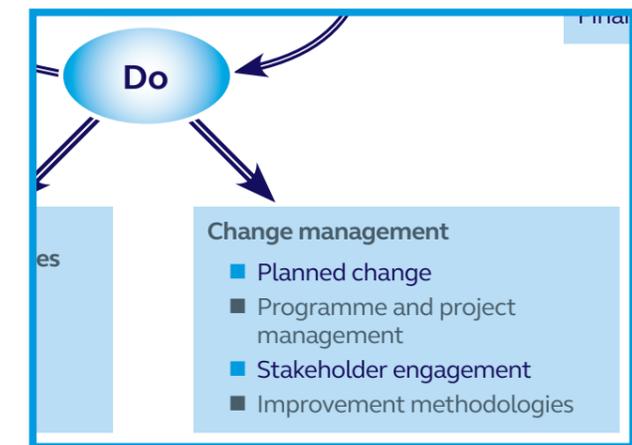
How have **stakeholders** been consulted? Consider the following:

- How have they been involved in designing and delivering the change?

- Who is considered to be a stakeholder?

- How were they identified?

- Who isn't a stakeholder?

- How is communication managed?

- Is the organisation actively listening or telling?

Is the **methodology** being applied clearly understood? Consider:

- Are people in the force aware of the methodology and do they understand it?

- Is there an evidence base to the approach being taken?

Business as usual

There is an ongoing responsibility to provide a quality policing service 24/7/365. It is an indication of a well-run force if this continues and develops with minimal distraction from larger projects and change programmes.

Staff empowerment is a useful measure of the level of trust an organisation has in its people. Consider the following:

- What is the degree of staff empowerment?

- How is innovation viewed?

- Are staff willing to raise new ideas?

- Are suggestions considered, accepted, developed and implemented?

- How are people treated after making a genuine mistake?

Positive staff **wellbeing** is crucial in maintaining an efficient and effective service. Consider:

- Is there a wellbeing strategy?

- Is it understood and practised?

- Are people aware of the signs and symptoms of people suffering?

- What support is available for physical and psychological wellbeing issues?

- How openly are wellbeing issues discussed in the organisation?

Team working in large organisations is essential. Consider:

- How well do people work as a team?

- Do they not just help each other, but work honestly and are true to themselves without fear of ridicule or reprisal?

- Are team members all committed and aligned to achieving force priorities?

- Are they accountable, not just to managers but to each other for their actions?
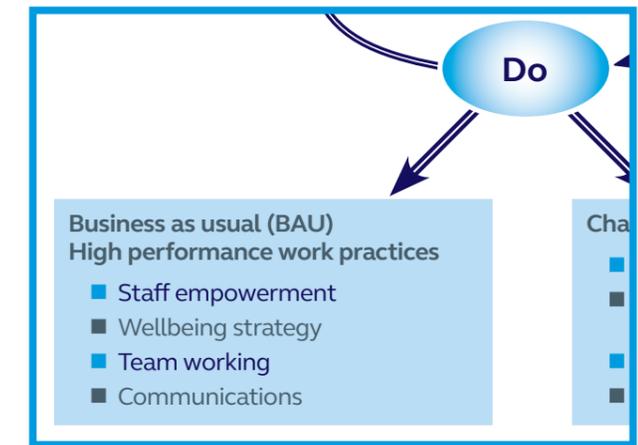

Good internal and external **communication** is important for high-performing businesses. Consider the following:

- What methods are used for which audiences and why?

- How timely are they?

- What understanding is there of the effectiveness?

- Does the force have a well-developed internal engagement mechanism that officers and staff proactively use?

Review

A key trait of successful organisations is their understanding of themselves and their performance. Effective review and evaluation provide learning and evidence for future improvement. Consider what works, what doesn't work and how to develop and perform better. How an organisation manages its performance and evaluates the outcomes and outputs from initiatives and business change is crucial to developing this understanding.
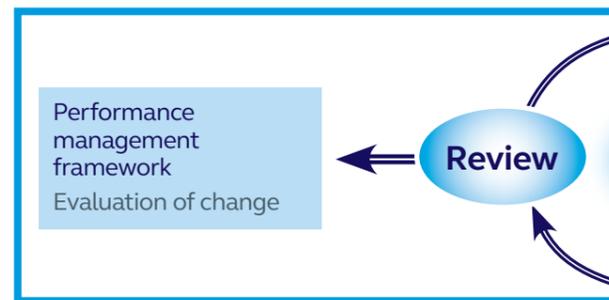
A force's **performance management framework** will demonstrate what that organisation truly sees as important. Aspects to consider are:

- What is being measured?

- What measurements are included in the framework?

- Are they quantitative, qualitative or a mix of both?

- What are the data sources and are they accurate and complete?

- Are there wider system considerations within the framework?

- Who participates in performance management meetings?

- What partnership involvement is there?

- How are improvements and solutions created, developed and implemented?

- Is there a clear outcome focus that aligns with organisational priorities?

Evaluation provides learning to continually adapt and improve. How well a force evaluates is directly linked to how much of a learning organisation it is. Questions to include consider:

- How are initiatives and business change evaluated?

- What methodologies are used?

- What are the considerations in the evaluation?

- Are they measured against a baseline, performance outputs, staff surveys, public opinion, monetary savings or sustainability over time?

- How is learning from evaluations captured and disseminated?

- How is it applied in practice?

Culture

Organisational culture sits at the heart of the Transformation Framework and is often cited by practitioners as a cause of issues or change failure.

When assessing the outer ring of the Transformation Framework, it is useful to continually reflect inwards to the culture to identify and understand how what you see, hear and feel may indicate culturally.

Findings should be considered in two ways. Firstly, at what cultural level does your finding sit? Is it easily visible on the surface, is it a representation of the espoused values the organisation wishes to portray outwardly, or is it a deeply rooted assumption or belief held closely within the organisation?

Three levels of culture (Schein)

Artifacts — Visible organisation structures and business processes

Espoused values — Strategies, goals, vision

Assumptions and beliefs — Unconscious beliefs, perceptions, thoughts and feelings - ultimate source of values and action

Secondly, consider what it may represent within the cultural web. The web is a visual representation of elements that make up an organisational culture and collectively create the paradigm, or the commonly accepted view of the way things are. This is particularly useful when considering the potential impact, success or failure of change activity or the likely consequence of a planned change.

As a tool, the web can be used by strategic change leads to design a desirable culture that supports the changes they wish to bring about. It can also be used by reviewers to diagnose and assess an organisation's culture and how that relates to the wider aspects of the Transformation Framework.

The Cultural Web (Johnson and Scholes)
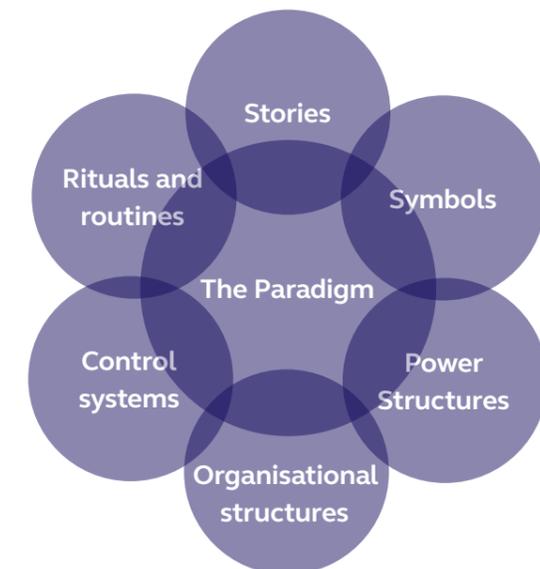
About the College

We're the professional body for everyone who
works for the police service in England and Wales.
Our purpose is to provide those working in policing
with the skills and knowledge necessary to prevent
crime, protect the public and secure public trust.

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