

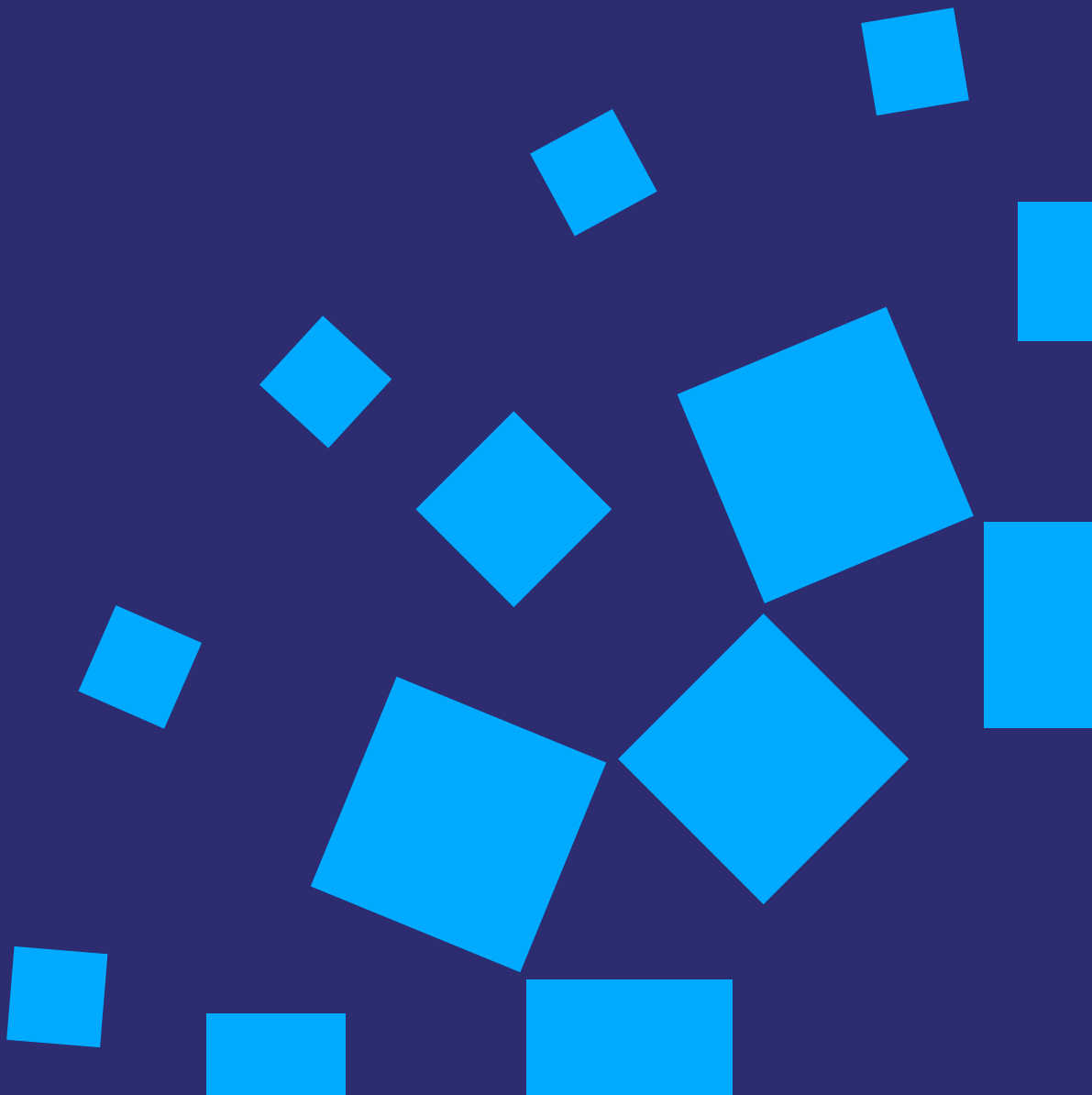


College of
Policing

Working together
to prevent crime

Transformation framework

A standard approach to underpin police force strategic transformation and business change through peer support



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Introducing the transformation framework

The College of Policing, in partnership with Manchester Business School and the Open University, worked with representatives from National Police Chiefs' Council (NPCC) working groups, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and the Home Office to consider police transformation. Output from that work was combined with the international evidence base and established models for organisational transformation to develop the transformation framework. Forces that use the framework are contributing to greater consistency in organisational development and building change management capabilities across policing nationally.

The framework is an organisational development toolkit. It provides policing with a structured and consistent approach to analysing and developing deep understanding of their organisation. It encourages reflection of organisational behaviour, force performance, and how the force operates and works, including with other forces and those outside of policing. It focuses on growing a force's enabling capabilities to continually improve service delivery, business efficiency and effectiveness to deliver outstanding service and public value. This helps to create the culture of learning and innovation that is needed to deliver sustainable transformation and to achieve the aspirations of the National Policing Vision. The transformation framework supports continuous improvement and was commissioned to set a common and consistent approach when undertaking peer reviews and providing peer support to forces.

The College trains people from forces to deliver **peer support** and to apply the framework. The NPCC and the College collaborate to share organisational learning and provide peer-to-peer support to national practitioner networks. The College facilitates virtual peer support events each week to bring together people from all forces to address issues, and to share ideas and practice on operational and organisational issues. Being able to apply the transformation framework can help improve consistency.

The framework is for those leading transformation and business change in forces, as well as for practitioners in those areas. Its implementation can also help develop wider awareness and development of the skills and core competencies required of leaders to plan and lead effective business change and service transformation. The questions posed when applying the framework aim to develop critical thinking, encourage workforce engagement, invite challenge from people in frontline roles, seek innovation and foster an organisational learning culture. These are all attributes that will enable forces to better adapt and respond to the rapidly changing and increasingly complex challenges confronting policing.

The framework can stand alone or be used with other resources and tools to support organisational change and transformation. For example, the College of Policing Organisational Development and Peer Support team use the framework alongside the [**Continuous Improvement Self-Assessment Matrix**](#) (CI SAM), the [**Guiding Principles for Organisational Leadership**](#) and the [**Code of Ethics**](#). Like CI SAM, it can also be adapted to focus thinking on specific transformation challenges.

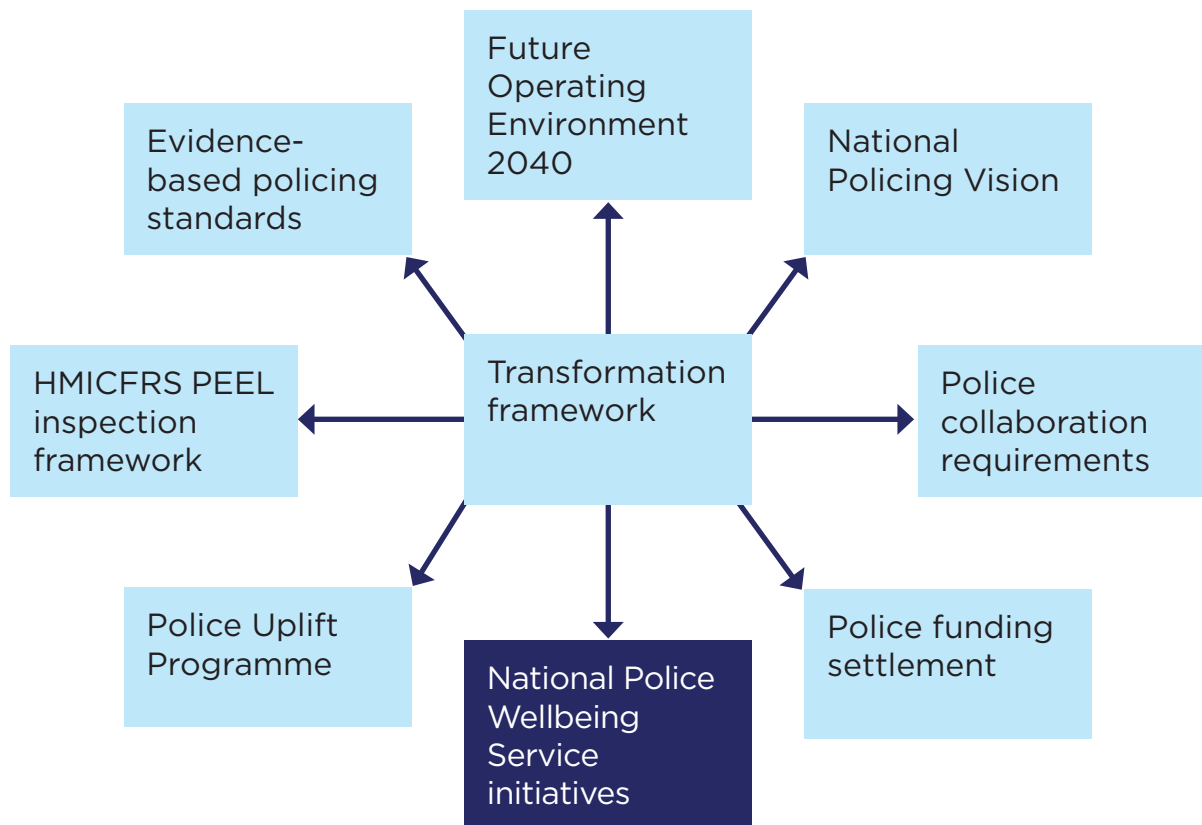
Together, these resources provide a basis for a consistent standard to underpin peer support for forces seeking assistance in improving performance in any function of policing. This is supplemented with training, mentoring and other continuing professional development (CPD) arrangements for our colleagues in forces to help build capabilities across policing.

For further details on this or for any other queries, please contact the Peer Support team at [**ODfaculty@college.police.uk**](mailto:ODfaculty@college.police.uk)

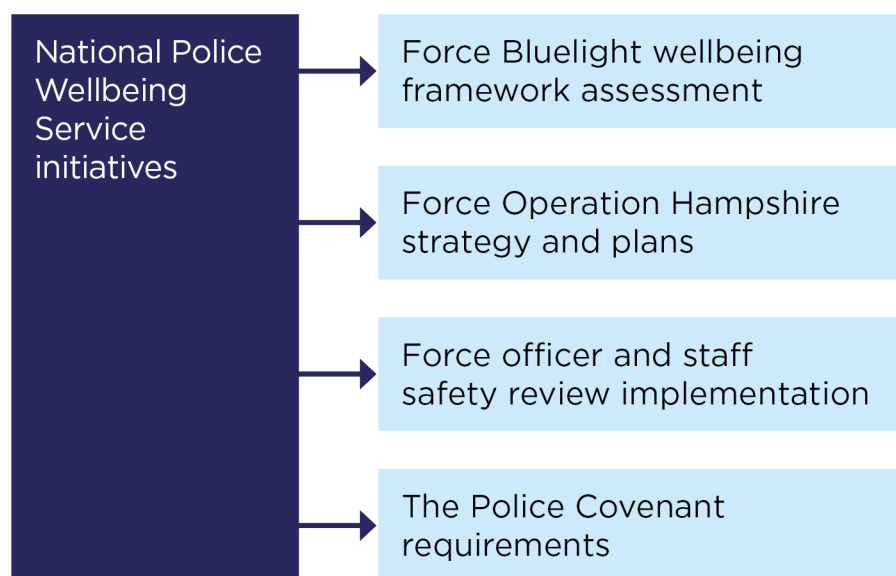
Understanding the context for transformation

When applying the transformation framework, it is important to understand the environment and context for transformation within which a force is operating. Local, regional, national and international considerations make up that context. Those involved in developing force business plans and force management statements (FMS) may use the framework as a means of testing the completeness of the evidence base available in a force to inform and influence decision making. The questions within the transformation framework can help forces to consider new threats and emerging risks, and to self-assess the effectiveness of force horizon scanning, demand predictions, capabilities and resource deployment.

The diagram below offers some examples from the national context that forces consider and interpret into the local context.



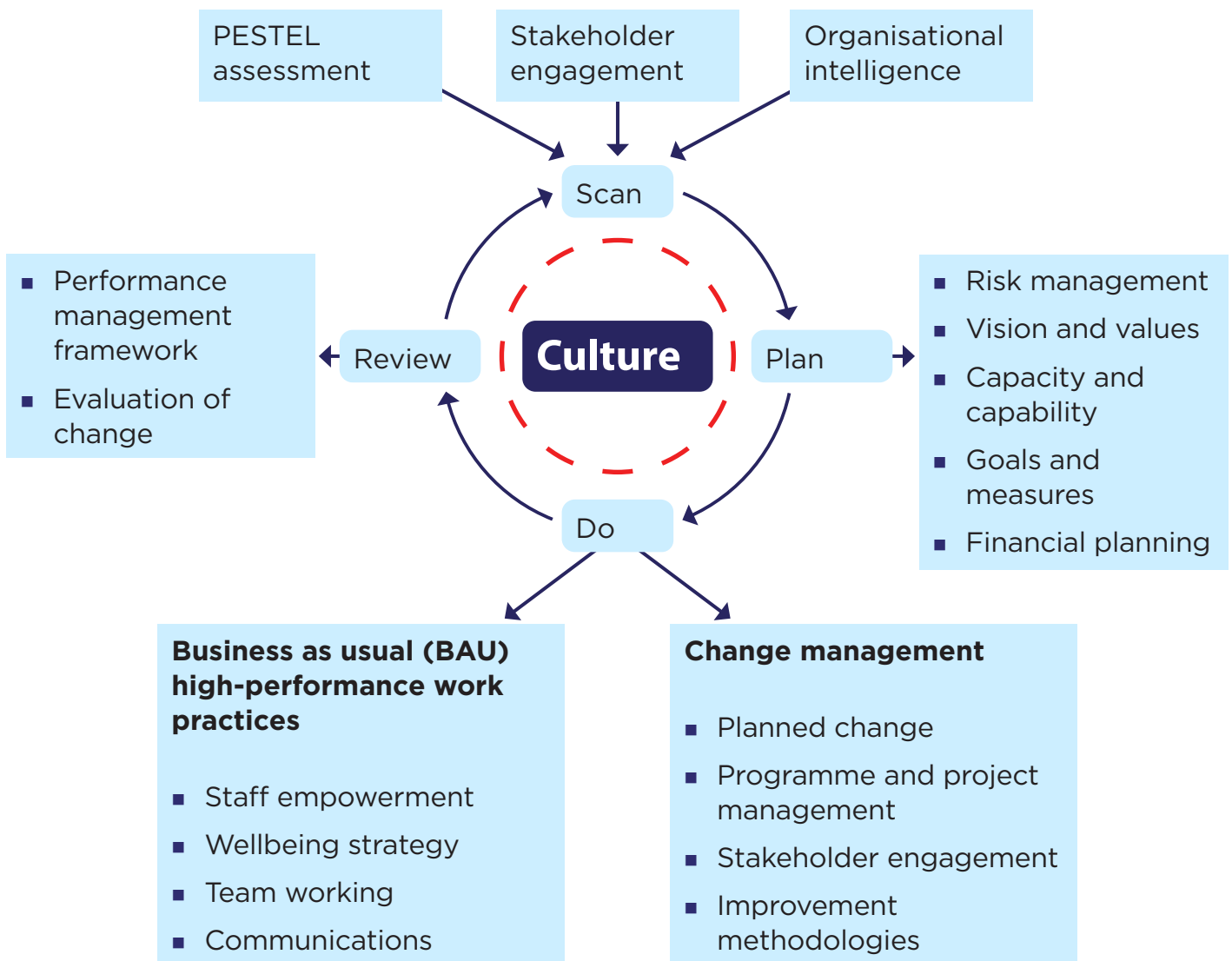
Drilling deeper into the theme of police wellbeing, the next diagram shows how a force may gain a more tangible understanding of how it is progressing against national transformation expectations, by focusing on a range of its local wellbeing initiatives that contribute to the overarching national context. Drilling down in this way helps a force locate its key achievements in the reality of its day-to-day business and operations. From this benchmark, a force may be able to set better, more precise and more evidence-based plans for achieving transformation ambitions and expectations.



Applying the transformation framework

Culture

Organisational culture sits at the heart of the transformation framework and is often cited by leaders and practitioners as a cause of issues, or a reason why changes can fail to realise the benefits and outcomes expected. Having an evidence-based way to assess and reflect on the organisational culture at the outset of any business change supports the achievement and evaluation of cultural development across the organisation.

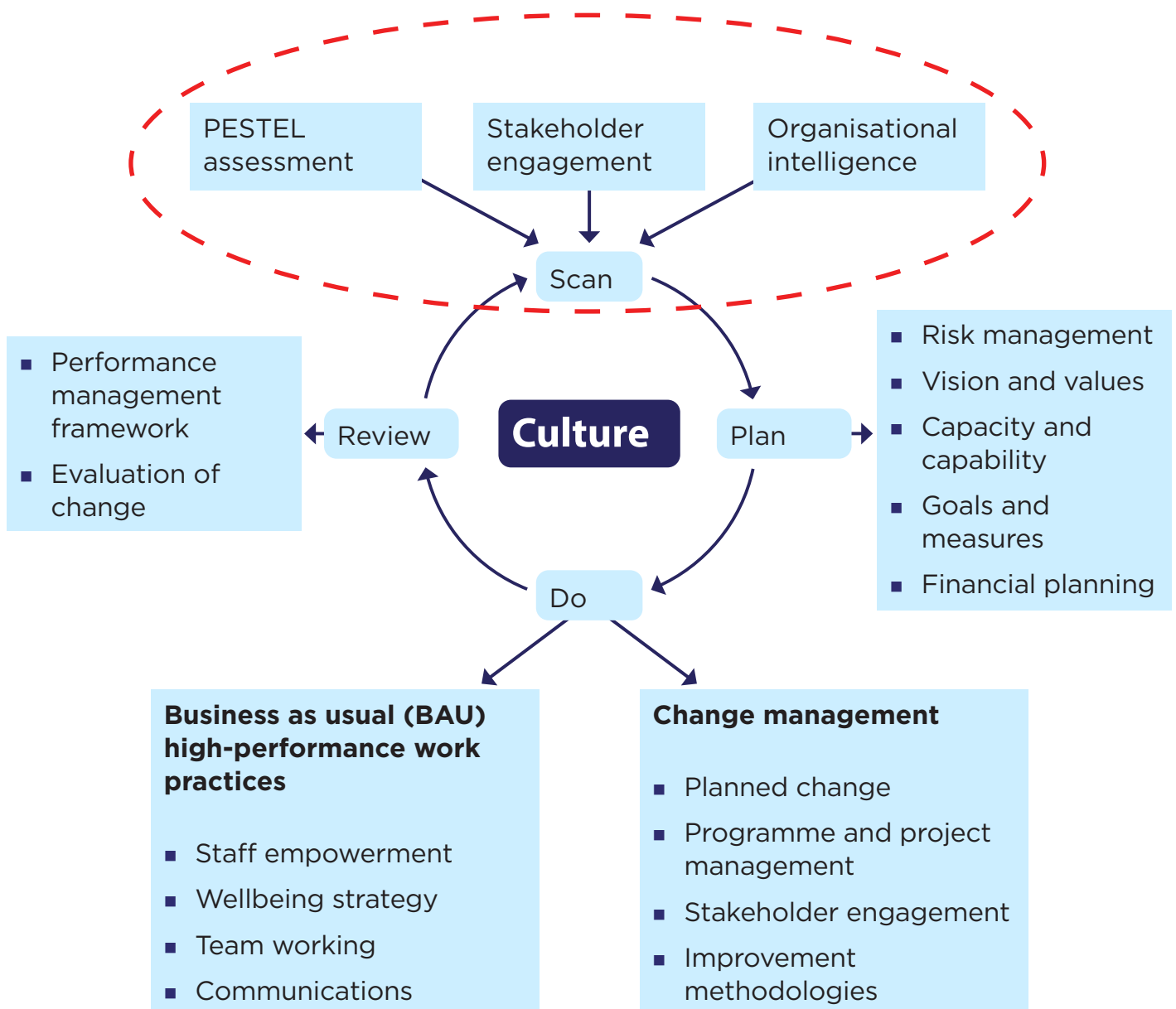


Transformation framework (Fiona Meechan, 2016).

When applying the framework and working through the elements in the outer ring, your evidence and findings can be used to inform a cultural assessment as you go along. Take account of what you see, hear and feel in terms of the organisational culture. Findings and evidence can be recorded in a consistent way that can be used to illustrate options for development and help the force prioritise targeted cultural, operational and organisational development.

Scan

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 (Political, Economic, Social, Technological, Environmental and Legal) assessment 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. Consider the following questions.

- Who is being engaged with?
- Who isn't being engaged with?
- How actively are stakeholders listened to?
- How is engagement conducted? Is it holistic, 360 degree and continuous engagement that builds evidence and relationships, or does it tend to be one-off for discrete issues?
- How involved are stakeholders in developing solutions?
- How active is the organisation in helping to develop solutions for partners?

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

- 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?
- Is availability of intelligence limited by resource to scan, analyse and predict?

Plan

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.



Transformation framework (Fiona Meechan, 2016).

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 the following questions.

- What is the **vision** for the force? Is it aligned with national ambition and vision
- 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. Consider the following questions.

- 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 the following questions.

- 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?

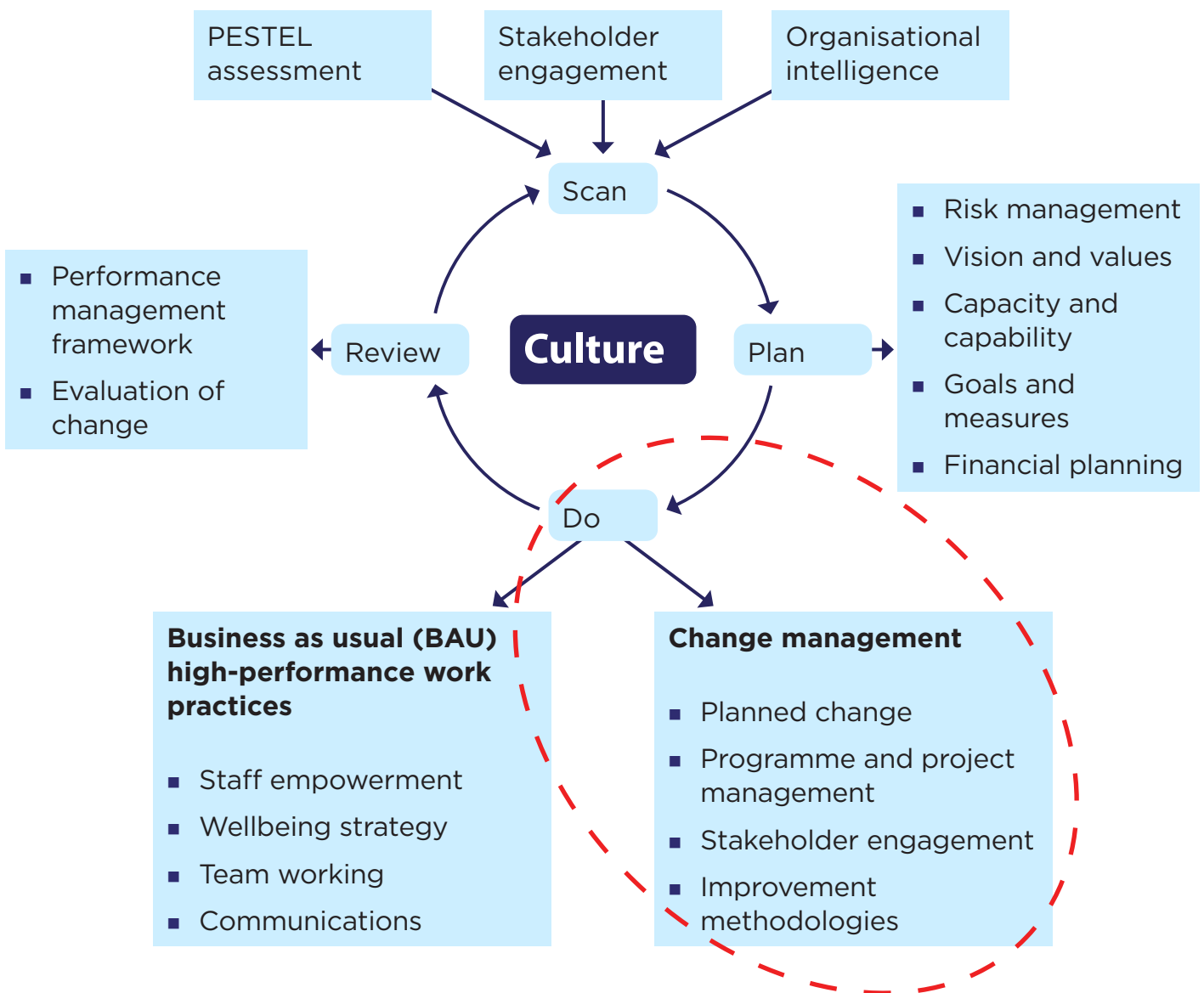
How are **finances** allocated? Consider the following questions.

- 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?

Do

Change Management



Transformation framework (Fiona Meechan, 2016).

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 and as few negative consequences as possible.

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

- 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? Consider the following questions.

- 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 questions.

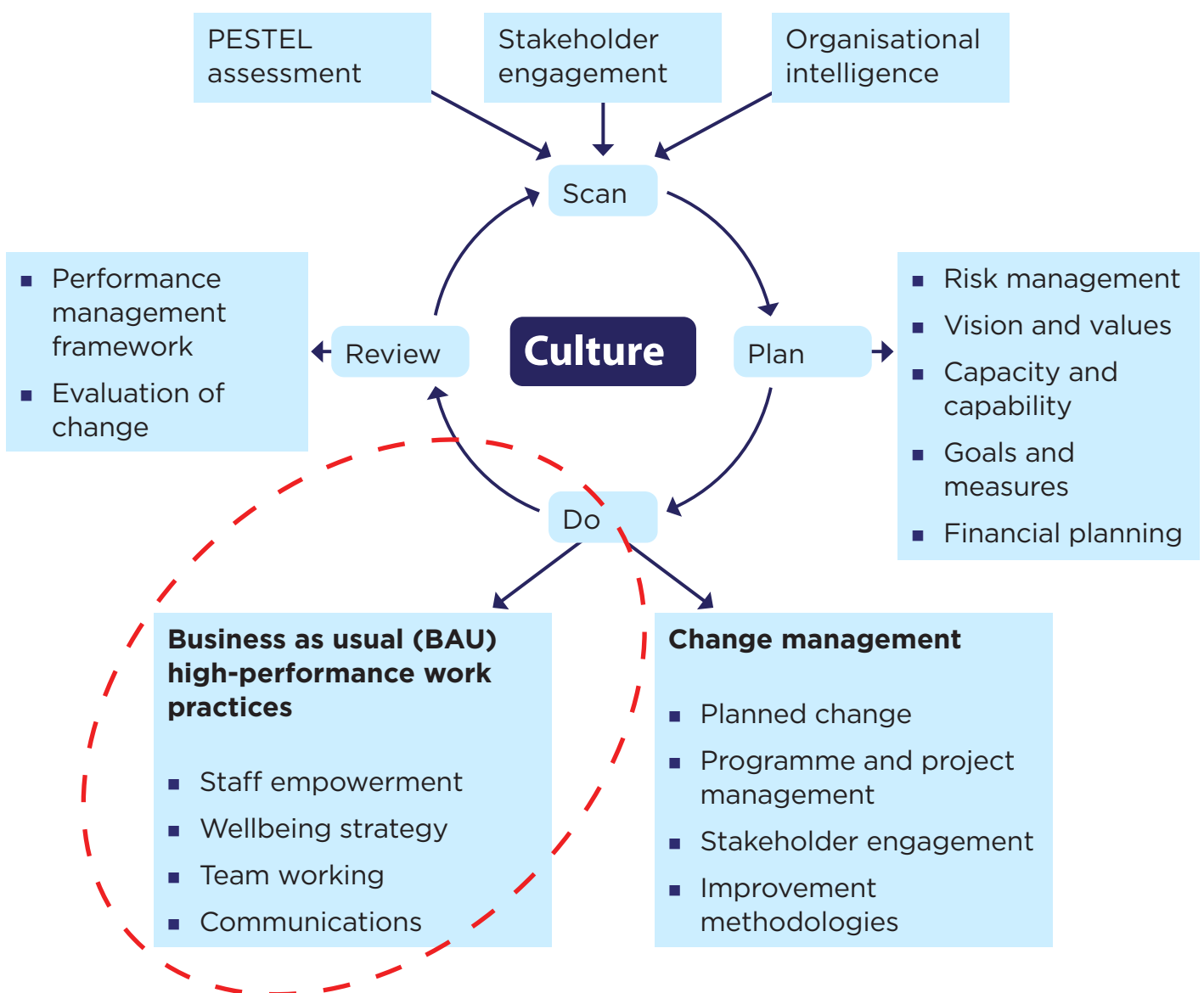
- How have they been involved in designing and delivering the change?
- Who is considered to be a stakeholder?
- How were they identified?
- Who isn't a stakeholder?
- How is communication managed?

- Is the organisation actively listening or telling?

Is the **methodology** being applied clearly understood? Consider the following questions.

- 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



Transformation framework (Fiona Meechan, 2016).

There is an ongoing responsibility to provide a quality policing service 24/7, every day of the year.

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 that an organisation has in its people. Consider the following questions.

- 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?
- If suggestions are not accepted, are the reasons communicated in an auditable and transparent way?
- How are people treated after making a genuine mistake?

Positive staff **wellbeing** is crucial in maintaining an efficient and effective service. Consider the following questions.

- Is a force wellbeing strategy informed by good evidence?
- 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 the following questions.

- How well do people work as a team?
- Do they help each other, work honestly and remain 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 questions.

- 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 the organisation truly sees as important. Consider the following questions.

- What are the governance arrangements and 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?
- Is there a supportive, problem-solving performance management culture and who participates?
- 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. Consider the following questions.

- 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?

About the College

We're the professional body for the police service in England and Wales.

Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

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