

**MORE
TRUST**

**LESS
CRIME**

**HIGH
STANDARDS**

TURNAROUND PLAN

2023-2025

There is an urgent need for change and we intend to deliver. This Plan is a working draft and to make it as strong as it can be, we want to listen and respond to the views of London's communities, our partners, officers, staff and volunteers. An updated version of the Plan, incorporating feedback, will be published in April 2023.

FOREWORD



We have a clear mission for policing London. We will deliver More Trust, Less Crime and High Standards.

Sir Robert Peel founded the Metropolitan Police Service 200 years ago, setting the principle of ‘policing by consent’ – policing is at its best when it recognises that trust and support of communities is fundamental to reducing crime. Police have unique powers and the consent of those we serve flows from the trust we build. This requires the highest standards.

Our plan is to deliver a better service and to achieve that we need to hear your views. We are listening, and will update the Plan in April following this period of engagement.

Tens of thousands of great men and women give their all every day of the year. But, crime continues to evolve and we must be one step ahead. Much takes place in private, often predatory violence by men against women and girls. And, online criminals increasingly look to exploit others. We need a new level of precision to use resources effectively. We will be data and intelligence led to maximise capabilities. We will be focused and reduce bureaucracy so that every hour of police time serves the public well.

Confidence in the Met has been falling. A turnaround will require precise, community crime-fighting. First, we explain how we will deliver the mission of More Trust, Less Crime and High Standards through core policing activities, second, we describe how we will work supported by refreshed values, and third, we set out nine turnaround priorities.

We have to tackle standards issues head on. We have been too weak in countering racism, misogyny, homophobia and ableism. We have let down those we’re here to protect – particularly London’s Black communities, women and girls and the LGBTQ+ community. His Majesty’s Inspectorate of Constabulary has placed the Met on an improvement programme and the interim report from Baroness Casey laid bare serious failures.

I am determined to win back Londoners’ trust. We can succeed because of the dedicated, honest, often heroic, men and women who are the great majority of the Met. Our work has begun, but I must be candid. We cannot achieve the profound reforms needed quickly or without the ongoing help and support of wider policing, politicians, partner organisations and most of all, communities. Lifting the stone reveals painful truths that will not be resolved overnight, and it is critical that these truths cause none of us to lose our resolve to renew Peel’s vision of policing by consent.

This plan is the first step towards this vision and to deliver More Trust, Less Crime and High Standards.

A handwritten signature in black ink that reads "Sir Mark Rowley". The signature is written in a cursive, flowing style.

Sir Mark Rowley QPM | Commissioner

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DELIVERING THE MISSION

With focus and by performing well, the Met will deliver More Trust, Less Crime, High Standards, and do so in a way that meets the public's expectations.

London's communities are ever-changing and the Met must be more representative of those it serves. The situation we face is changing too, with traditional challenges accompanied by new, varied, and often digital forms of criminality.

To tackle these, the Met will renew policing by consent. Listening is key. Our plans have been and will continue to be shaped by our communities and partners (including local government and community safety partnerships) telling us what is needed. His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), Baroness Casey, the Mayor of London, the Greater London Authority and Home Office are key partners on this process of change; and the Policing and Crime Plan, the Beating Crime Plan, London's Police Race Action Plan and the Strategy for Inclusion, Diversity and Engagement (STRIDE) align with this Plan too.

MORE TRUST

The Met must restore the public's trust and confidence. Trust is the foundation upon which consent and legitimacy for policing is built. We know that the appalling actions of some officers have had a significant impact on trust.

To earn that trust back, the Met must demonstrate effectiveness in our service to victims; in neighbourhood problem solving; in crime prevention; and in the

way we investigate crime. And it must do so in a fair and responsive way.

Trust is not created simply by delivering Less Crime and by upholding high standards. We understand that to regain and rebuild the trust and confidence of Londoners we must be genuine partners and actively listen and respond to concerns. This means taking a role in those communities to understand their perspectives and to drive initiatives, which can demonstrate the Met's commitment to serving all of London's communities effectively and fairly. Ultimately, communities must have a greater say in determining their policing needs and we are committed to finding ways of ensuring this is the case, including by listening to Londoners' views on this Plan.



LESS CRIME

When Sir Robert Peel set out the foundations for the principles of policing, he stated that the fundamental test was the absence of crime, not how rigorous enforcement is. We deliver Less Crime through a combination of activities, including proactively preventing crime, investigating crimes, protecting vulnerable people and places, targeting high volume and high harm offenders, local problem solving, and more.

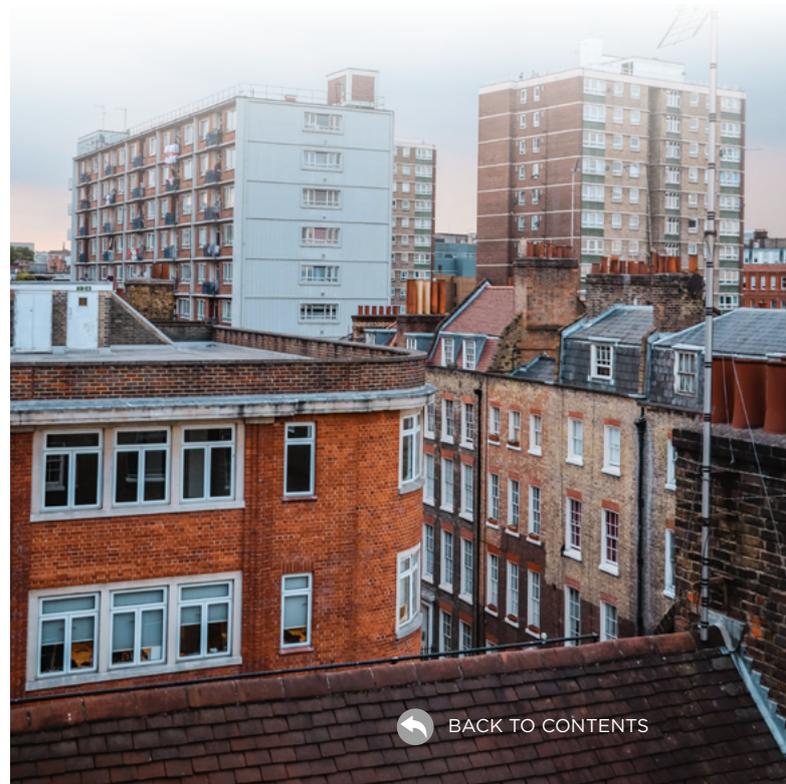
London, as the largest city in the UK and the seat of government, presents its own unique challenges. The terrorist threat is highest here, and the Met protects and polices many large gatherings, from protests to ceremonial and public events. Doing so well, in the full view of the country, is a mark of our effectiveness and a visible demonstration of how well we are doing to lower crime.

We must also recognise that the character of crime is changing. Delivering Less Crime increasingly means working to prevent and deter crime online and in private spaces, like the home.

We will need to develop new, proactive capabilities that have the right legal and operational frameworks to allow us to target predatory offenders more effectively and protect the most vulnerable in society from all forms of crime.

Crime is increasingly digitally enabled and online. Fraud is a critical threat, both to London and nationally. To respond, the Met will invest in the right tools and skills and work together with partners such as the National Crime Agency (NCA).

Alongside bolstering our capabilities in the online and private domains, the Met will also place renewed emphasis on its core policing activities to deliver precise community crime-fighting. This combination of data-enabled policing, alongside new capabilities to respond to growing threats, will make the Met better at solving and preventing crime.



HIGH STANDARDS

Alongside being effective in tackling crime, the Met must ensure that we behave with integrity and treat communities and our own people fairly and with respect. This is critical to rebuilding trust.

The public expect us to police London in a way that aligns with and embodies our values, putting the public first in everything we do. Yet there have been individuals falling far short of these expectations and engaging in corrupt and criminal activities.

Baroness Casey's interim report on misconduct showed that we must be more effective at getting rid of those who engage in criminality, abuse power or corrupt our integrity.

To that end, on top of the significant steps we have already taken to bolster our efforts to root out corruption, we will undertake a thorough review of our culture and professional standards model, so that we can meet the expectations of London's communities and our own people.

Reaching High Standards is not just about misconduct; it is about how we go about our business, how we treat the public, how we deal with calls from the them and how we treat each other.

We are clear that we will be anti-racist and we will invest in diversity to be an inclusive police service that fairly represents the communities of London.

PERFORMANCE DELIVERY - TRUST, CRIME AND STANDARDS

We believe that it is important that we do not just say we are delivering, but that we are able to prove it. We have therefore developed a robust new performance framework to measure how successful we are at delivering More Trust, Less Crime and High Standards. This framework is embedded in our decision-making and the way in which we review and challenge ourselves.

We have included in annex one, a detailed list describing how we track performance and deliver at the highest level.



CORE POLICING ACTIVITIES

The Met has a set of core policing activities that will deliver More Trust, Less Crime and High Standards. Police work involves a blend of reactive activities, such as responding to the public and investigating and solving crimes that have already occurred, alongside proactive ones such as efforts to prevent crimes from happening in the first place. They are also about preparedness and planning, particularly in counter-terrorism. We are seeking to rebalance our activity, to give more emphasis to our proactive capabilities to prevent more crime. By increasing efficiency throughout the Met, more resources will be available to deploy to proactive activity, and collaborate more with communities to do so.

Greater collaboration with partners on areas such as youth services and mental health will result from shifting our emphasis to proactive activity; working together to solve the problems at source.



KEEPING THE PUBLIC SAFE: Ensuring the Met reduces the threat, risk and harm of crime by being prepared to respond effectively to incidents and becoming increasingly proactive in tackling crime.



RESPONDING TO AND RESOLVING CALLS: Answering calls from the public, whether through 999 or 101, promptly and actively triaging to ensure the most appropriate and effective service is provided.



INVESTIGATING AND SOLVING CRIME: Finding, collecting and analysing information and evidence to establish the facts behind incidents of crime and securing an appropriate criminal justice outcome, irrespective of the crime-type.



UPHOLDING PUBLIC ORDER: Keeping the peace through our presence and activity to prevent or reduce harm caused by criminal disruption in public.



TARGETING THE MOST PROLIFIC AND DANGEROUS OFFENDERS: Developing effective intelligence to understand who poses the highest threat to other members of the public and focusing resources on them.



PROTECTING THE MOST VULNERABLE AND REPEAT VICTIMS: Understanding who is most likely to be at highest risk from crime and focusing resources to protect and remove them from harm.



IDENTIFYING AND RESOLVING NEIGHBOURHOOD PRIORITIES: Understanding what matters most to neighbourhoods and communities and working closely with them to deliver their needs.



USING STRATEGIC PREVENTION INITIATIVES TO REDUCE CRIME: Specific initiatives to get 'up stream' of the risk of crime, to mitigate or stop potential harm being caused.



OPERATING WITH INTEGRITY: Holding all staff and officers accountable, ensuring professionalism at every level and fostering a culture aligned to our values.

STRENGTHENING OUR VALUES

Our values are core to the Met's identity, and we know we cannot deliver on trust unless they are reflected in everything we do – and demonstrated by all of our people. They must be at the heart of our approach, informing the decisions we make and how we work with our communities, with our partners and with each other.

We have tens of thousands of people working on behalf of Londoners who are dedicated and honest and their sense of purpose and vocation is why many of them came into policing. They exhibit compassion, courage, integrity, professionalism and our new value of respect, every day.

However, we need to do better in keeping our values front and centre for everyone at the Met and across everything we do. This plan is a catalyst for a concerted effort to reinvigorate our values and in turn, our ability to reform our culture.

By adding respect as a value, we are sending a strong signal about the standards we expect of every member of our organisation, and through the Code of Ethics we will make sure our people are clear on exactly what we expect from them. We will use our values more proactively in how we work together internally and externally, rewarding those that display the right behaviours and holding those who do not to account. We will revisit all our processes, such as recruitment, vetting and performance, so that we can be confident they too reflect our values.

Through our values, we will reinvigorate and endorse a culture that is anti-racist,

truly inclusive, values diversity and where everyone feels able to offer, challenge and behave ethically, reflecting a modern London and serving it with respect. We want people to want to join, stay and thrive in the Met; and achieving this will be a mark of our success.

OUR APPROACH TO ACHIEVING DIVERSITY

Throughout this plan, we have highlighted how much of our work will be geared towards the Met becoming more fair and inclusive, working closer with communities and rooting out disproportionality. We will listen to views on how well communities believe that the work we highlight throughout the plan will bring about the changes that are needed.

“ Respect, compassion, courage, integrity, professionalism



TURNAROUND PRIORITIES: OVERVIEW

To achieve the Met's mission, the organisation must turn the current trajectory of trust and confidence around and must renew policing by consent.

The Met has identified nine turnaround priorities which will deliver the change we need to see by improving our policing activities, our capability to reduce crime, and ensuring we deliver More Trust, Less Crime, High Standards. They are a blend of medium-term priorities that will be delivered over the next two years, and longer-term changes which will initiate more fundamental transformation. They encompass both "what" we do and "how" we do it.

1

We will have the strongest ever neighbourhood policing

2

We will strengthen our work in public protection and safeguarding

3

We will provide a compassionate and effective service to victims and other members of the public

4

We will take a proactive approach to reducing crime

5

We will raise standards and show communities we care and respect them

6

We will set the frontline up to succeed and build a strong foundation to stabilise and underpin our delivery

7

We will invest in our people by modernising our learning offer, including developing a strong cohort of leaders

8

We will be relentlessly data driven and evidence-based in delivery

9

We will innovate how we work, make the most efficient use of resources and reinvest where it matters most

The chapters that follow set out the detail and key interventions that sit within each of these nine turnaround priorities.

1 We will have the strongest ever neighbourhood policing

Community policing is the Met's foundation and needs to be strengthened. This requires the involvement of London's communities and our partners in decisions about how we keep London safe.

We know how much people value their local officers and police community support officers (PCSOs) and we want to maximise the impact those relationships can have. But around three in four people don't even know how to contact their local teams right now – we will put that right.

We will overhaul the current neighbourhood policing model. We will give London the strongest neighbourhood policing ever by investing in more local officers and additional PCSOs to create stronger, more capable teams. These teams really know what matters to their own communities; and, can reduce local crime, and build strong and trusted partnerships to fix local problems.

Neighbourhood teams will earn trust and confidence within their local communities by developing strong links with them. They will work with Londoners and use their policing powers to proactively identify, investigate and solve local crimes, anti-social behaviour and local problems.

OUTCOMES

The **outcomes** delivered by this turnaround priority are:

1. London's largest ever neighbourhood police presence with more local officers and PCSOs recruited and trained
2. Better, more visible relationships with communities who tell us that our partnerships are solving problems that matter

Communities need to feel involved in determining their policing needs and to know that the Met is there to solve the problems that matter to them – whether that is focusing on reducing hate crimes, youth crime or cases of sexual violence.

KEY INTERVENTIONS

Strengthen neighbourhood teams to better **understand local problems and more closely engage within communities.**

Implement a new neighbourhood model in the context of the **new ward boundaries.**

Uplift police officers supported by **additional PCSOs with enhanced powers.**

Invest in **Strategic Partnerships with London boroughs, communities and Community Safety Partnerships** – supported by additional superintendent posts.

Increase and make **the best use of volunteers**, including special constables within neighbourhood teams.

2 We will strengthen our work in public protection and safeguarding

Public protection incorporates our work in child protection, violence perpetrated by predatory men against women and girls, sexual violence, domestic abuse, stalking/harassment offences, missing persons and mental health. This is a highly complex area of crime, where demand for police resource is increasing sharply.

We recognise that this is an area where performance needs to improve and are committed to achieving national best practice in public protection. We will work closely with national leads across all areas, including the National Police Chiefs' Council and the College of Policing to transform our response to rape and sexual violence. We will continue to build strong relationships with victim advocates and organisations who will rightly challenge us to succeed.

We will use data and technology to make sure we are targeting those highest harm perpetrators. We will invest in areas, such as digital forensics, to help us deliver results in a way that understands the barriers felt by victims. We recognise that mental health plays a significant role in public protection and, by working closely with the NHS, we will strive for an improved response to those in crisis, enabling us to focus on our policing role.

Through multi-agency data sharing, we can better and more effectively prevent offences, investigate and bring perpetrators to justice.

Through our improvement programme we will seek to ensure our resources and skills best meet the demands and complexity of public protection investigations.

We will work with the College of Policing and national leads to ensure our people are best equipped and supported to get results in this important area. By strengthening our partnerships across London, including with other public services, we will increase the specialist expertise available to our officers. We will use the most modern data science techniques to catch the perpetrators of these crimes and better protect victims and target our efforts more effectively.

2 We will strengthen our work in public protection and safeguarding (continued)

KEY INTERVENTIONS

Strengthen work in Public Protection, invest in teams and achieve national best practice standards.

Continue to transform and **strengthen our response to the victims of rape and serious sexual violence** aligned with best practice.

Work with partners and communities to better protect children through improved multi-agency safeguarding.

Strive for **those in mental health crisis to receive the right care from the right service** by working with the NHS and other partners.

Make **better use of data and technology** to target perpetrators and protect victims.

Use data to identify the **most dangerous and predatory men** in London and target them to protect women and girls.

OUTCOMES

The **outcomes** delivered by this turnaround priority are:

1. Reduction in repeat victims and more targeting of highest harm perpetrators
2. Increase positive criminal justice outcomes for Public Protection cases
3. Increase the amount and quality of Public Protection training all officers receive – such as ‘what to look out for’ training

3 We will provide a compassionate and effective service to victims and other members of the public

Our officers and staff often interact with people during the most difficult moments of their lives. Experiencing a crime can be traumatic, sometimes life changing, so the Met must consistently provide the best victim care, and the best possible outcomes. The Met will train officers and staff to adopt a more victim-centred approach.

We will improve how we record and investigate crime to better serve victims. We are enhancing risk assessment procedures with tailored victim needs assessments, at the point of call, to ensure accurate management of threat, harm and risk for all victims and witnesses. The assessments will be updated throughout the investigation. Similarly, we will provide victims with timely and accurate information in line with the victims' code of practice.

Our call handling must improve. Currently, the Met is falling short of the national targets – 90% of 999 calls responded to within 10 seconds and fewer than 10% of 101 calls being abandoned. We will invest in the teams who do this important work too so we can meet these targets and answer calls promptly.

Without high-quality investigations, the right outcomes cannot be achieved. This requires experienced and skilled officers so we will enhance our investigation

OUTCOMES

The **outcomes** delivered by this turnaround priority are:

1. Increased victim satisfaction
2. Sustainably achieve national 999 and 101 call handling targets
3. More positive investigation outcomes

capability and capacity. The Met recently launched CONNECT – the modernisation of multiple legacy IT systems – which will improve how investigations and cases are progressed and, will improve crime recording. We will deepen our partnerships with other organisations to ensure the best victim care from multiple teams. One example is our joint work with the Mayor of London's Office for Policing and Crime (MOPAC) and London's Victims' Commissioner, to develop our approach to victim care, as well as updating the service provision of the witness care units across the Met.

KEY INTERVENTIONS

Quickly increase call-handling capacity and response through the Met Command and Control Improvement Programme.

Ensure **attendance at every home burglary** is reported.

Trial victim 'contact contracting' to ensure victims are kept informed in a way that works for them.

Develop our approach to victim care and uphold the **Victims' Code of Practice**.

Share information better to support victims by providing officers with QR codes that directly link to victim leaflets.

Provide **more investigations training and continue to roll out CONNECT** to improve crime reporting.

Work with MOPAC and partners to deliver an **'end-to-end' victim service** and develop a **new approach to victim care**.

4 We will take a proactive approach to reducing crime

One of the primary purposes of policing is the prevention of crime and one proven method of prevention is through a proactive style of policing. A small proportion of criminals are disproportionately responsible for large volumes of crime. Through precision crime-fighting, we will target those offenders who cause the greatest harm.

We will rebalance our policing effort to ensure resources are appropriately tasked to target the offenders, locations and methodologies associated with greatest harm to Londoners. We will take advantage of the opportunities offered by technology to respond more effectively to high harm crimes, such as sexual offences, and online crimes such as fraud and child abuse.

We are renewing our assessment of the threat from Serious and Organised Crime (SOC), how our capabilities address this threat and where the gaps exist. We will find ways to more effectively match our resources to the threat.

London-wide activity will bring wanted criminals to justice and tackle crimes that matter most to the public like violence (including youth crimes), drugs, and fraud. We will get upstream of criminal networks to tackle those causing most harm to communities.

KEY INTERVENTIONS

Set out a **programme to improve** our capability and capacity for uniform proactive capabilities.

Reassess Serious and Organised Crime (SOC) capabilities to better tackle the evolving threat and prevent harm.

Conduct a **Strategic Intelligence Assessment** and implement a new control strategy for SOC.

Co-ordinate operational surges to direct policing to where it is most needed, and improve how we use specialist resources to target those who cause the greatest harm.

OUTCOMES

The **outcomes** delivered by this turnaround priority are:

1. Reduction in repeat victims across all crime types
2. New capabilities that reduce online crime and fraud
3. More pro-active, preventative interventions to reduce high-risk, high-harm crimes
4. With partners, increase the proactive management of known, high-risk offenders
5. Increase in our disruption activity against known Organised Crime Groups

5 We will raise standards and show communities we care and respect them

The Met has thousands of people working on behalf of Londoners who are dedicated and honest. We will become a more inclusive organisation, which values diversity and where everyone feels able to offer challenge and behave ethically.

We must not allow those who undermine us to use the trusted position of working for the Met as a cover for criminal behaviour.

We are clear in our commitment to be an anti-racist organisation in full support of the National Race Action Plan and to continue to deliver and review the Met's Strategy for Inclusion, Diversity and Engagement (STRIDE). We are also committed to the fair, effective and professional application of stop and search powers.

Our processes, including vetting, complaint handling, disciplinary action, risk management and leadership need radical reform to provide confidence that all of our people have the highest levels of integrity. These processes need to be robust, fair, highly effective and supported by legal reform of the statutory frameworks.

We will further invest in dedicated investigations into allegations of breaches of professional standards, and use data and intelligence more effectively, to improve the quality and timeliness of investigations.

It takes too long between an allegation of misconduct and an outcome. We will tackle this problem and empower and support our people to speak up and speak out.

We will create a work environment that reflects our values and works for the dedicated majority. Through positive interventions, we will support staff and officers while raising standards.

We will ensure our leadership and systems properly support and encourage officers and staff who challenge or report unacceptable behaviour.

We will use our performance framework to track fairness and equality. We will clearly set out to all officers and staff what kind of behaviours are expected from them. We will establish a culture of positive behaviour, reinforced and role-modelled by our leaders, and underpinned by our values and the Code of Ethics.

These behaviours will rightly prioritise the wellbeing of our officers and staff, and focus on how we treat each other.

5 We will raise standards and show communities we care and respect them (continued)

KEY INTERVENTIONS

Put in place revised **Race Action Plan, Disability Action Plan** and **Diversity and Inclusion Action Plan**.

Establish a **new Anti-Corruption and Abuse Command with a wider and more proactive remit with more resource and accountability**.

Implement lawful business monitoring, using technology **to ensure Met systems are used for legitimate purposes**.

Transform our **Professional Standards operating model** to better equip the Met to deal with misconduct fairly and promptly.

Review our **end-to-end vetting processes** to provide better quality and timeliness.

Continue to implement a **Complaints Resolution Unit** with working processes aimed at reducing timelines for complaints handling and resolution.

OUTCOMES

The **outcomes** delivered by this turnaround priority are:

1. A more diverse Met recruiting people with the right values which reflect London's communities
2. A culture that demonstrably values diversity, facilitating high performance and empowering people to challenge and report bad behaviour
3. Reduced average time taken to reach an outcome for reported breaches of professional standards

6 We will set the frontline up to succeed and build a strong foundation to stabilise and underpin our delivery

We will set up all the good people we have to succeed and focus on the activities that matter most to London. Our frontline officers and staff are our public face, but too often they face bureaucracy, do work that is not core to policing, or suffer the frustrations of inefficient or old-fashioned equipment. In all our designs for new systems, tools or processes, we are going to put them first.

When asked what held them back, our people have identified hundreds of areas where we can do better. The list here is just the start, but we are determined to make it easier to achieve outcomes for the public.

In response to what we have heard, we are introducing change. We are rolling out more driving courses. We will implement a CCTV analytics solution reducing the time our investigators spend analysing CCTV. We will extend the Communications Data analysis tools we have successfully deployed to tackle County Lines and maximise the value of our Body Worn Video to enhance supervision and increase trust. Building on our successful PowerApps deployment (Met-specific designed applications to support staff and officers in their roles), the largest in law enforcement in the world, we will introduce access to outside datasets and information for our officers and staff.

The Met's corporate services and enabling functions such as People, Data and Technology, Finance and Commercial, Estates and Equipment, Communication and Transformation are essential for effective policing. We need to balance our investment here, building a stronger foundation that is better equipped to actively support our frontline.

Blurred and bureaucratic boundaries and processes will be clarified, streamlined or removed to give our staff and officers more time to focus on the delivery of frontline outcomes. This includes management of non-police demand, such as non-crime mental health callouts and reducing waiting times in our custody centres.

The welfare of staff and officers is crucial. We will enhance our occupational health and wellbeing support, and we will update our approach to Aid, so that we are able to deliver the best police service possible.

6 We will set the frontline up to succeed and build a strong foundation to stabilise and underpin our delivery (continued)

KEY INTERVENTIONS

Continue to systemically address the many areas our people have told us hold them back.

Officers and staff have the right technology to undertake their roles with a **new mobile platform with decision support applications.**

Manage our **digital evidence with new tools** to analyse CCTV, Automatic Number Plate Recognition (ANPR) and telecommunication data.

Maximise the value of our **Body Worn Video technology** bringing transparency to everything we do.

Roll out a new Trauma Peer Support Programme across all front line policing commands.

Assess our Estates Strategy against our new numbers and community needs and deliver a **fleet transformation programme** to improve vehicle availability.

OUTCOMES

The **outcomes** delivered by this turnaround priority are:

1. All frontline officers have access to new tools and technologies
2. More successful investigations and higher case file quality (resulting in more positive criminal justice outcomes)
3. Increased welfare of frontline officers and staff

7 We will invest in our people by modernising our learning offer, including developing a strong cohort of leaders

The effectiveness and integrity of our people starts with being well developed, well trained, and well led. The training the Met offers today does not meet the standard that other organisations deliver. It needs to be more dynamic and flexible and include delivery at the point of need, with content that is constantly equipping our people to deliver against our values and for the London we serve.

Reform must start at the top. From late 2022, the Met has a new Board-level team and a new executive design. We must transform our capability across the organisation. This means development at all levels to drive the Met towards a better future by constantly improving our structures, policies and culture.

Our new officers must be effective as soon as they join the organisation. The training delivered will equip officers with the skills and capabilities required to serve London's communities with credibility, whilst demonstrating the highest professional standards and values.

Effective leadership is an important enabler and indicator of culture and delivery. We will uplift the leadership capabilities of our people, with appropriate skills at each level and

centred around the Met's values and operational competence. We will deliver this through the establishment of a Leadership Academy and monitor our people performance through an updated approach to appraisals.

Our officers and staff will be trained in leadership skills to a new set of standards. We will modernise how we select people for these important roles and ensure leadership is representative at all levels. We have a large number of new officers who require more support and supervision. We will provide the right supervisory ratios for all our sergeants and inspectors.

KEY INTERVENTIONS

Establish a Met Leadership Academy to deliver essential training for all staff and officers.

Deliver a number of data capability uplift projects to **give leaders the data and feedback they need to lead their teams.**

Improve the Police Promotions Framework to improve fairness and promotion of the right behaviours.

Design and implement a new way of delivering **learning and development.**

Rebalance sergeant and inspector supervision ratios to enable more effective leadership and coaching.

We will **improve the training for our newest officers** and make sure that training is grounded in the reality of everyday policing.

OUTCOMES

The **outcomes** delivered by this turnaround priority are:

1. Better trained and well-equipped leaders
2. More quality leadership training that officers and staff receive at all levels
3. More effective training for new officers
4. Rebalanced supervision ratios to free up time for more active coaching and development within teams

8 We will be relentlessly data driven and evidence-based in delivery

We will relentlessly focus on our delivery to the public. A central data hub will allow us to identify and understand problems in real time so that those making tough calls on resources and tactics can see and respond to incidents, trends and be proactive as well as reactive in our policing.

Demand for the services we offer is rising. To meet and manage this demand we must deploy intelligently. This means every resource must be used with precision and skill, deploying capable officers and staff where they can have the greatest effect with the best data we have to support them. Becoming more targeted with our interventions is also essential to delivering precise community crime-fighting. We will make the best use of modern, data science techniques and skills to maximise how we use and access the data available to catch criminals.

We will put technology and data at the heart of measuring public sentiment, understanding what matters to people, what works, and how to engage with communities so that they have more say in determining their policing needs and understand why we take the decisions we do.

Measuring our performance and outcomes of these interventions is also critical to enable us to learn and improve.

Making the best possible use of data will enable the Met to ruthlessly guard our integrity, improving our ability to identify corruption and misconduct. A new Chief Scientific Officer with global expertise will bring academic criminology techniques into the heart of decision-making in the Met.

KEY INTERVENTIONS

Enable **data driven decisions** and **precise crime fighting**. Provide proactive and reactive situational awareness to our officers and staff and real time intelligence.

A new data task force and **data platform** to provide insight and make the most of new technologies and techniques.

Design and implement a **new data operating model** with new capability to ensure that data, insight and tasking are brought together to ensure optimum use of resources.

Real time community data collection to redefine community engagement, and collect sentiment data. Delivering precisely **targeted local community intervention**.

The Met's first ever **Chief Scientific Officer** to provide **expert advice**, alongside a **Data Insight** and **engineering capability**.

OUTCOMES

The **outcomes** delivered by this turnaround priority are:

1. More precise understanding of what works to tackle, solve and prevent crime in our communities
2. Improved performance of staff and officers, driven by the collection and analysis of data
3. More relevant insight
4. Greater ability to identify corruption and misconduct in the Met, building trust in our work

9 We will innovate how we work, make the most efficient use of resources and reinvest where it matters most

All public institutions have a duty to make the best possible use of public resources. This, combined with increases in demand for services and real terms budget cuts, means that we must make choices about how we use our resources and the services we deliver. As well as trying to secure more resources for the Met, and providing clarity on our increasingly blurred and bureaucratic mission, we will establish an organisation-wide efficiency programme to make sure that our resources are invested where the most threat, risk and harm can be addressed.

We will put users at the heart of our efficiency programme and will drive innovation through streamlined processes, use of technology, and automation, to relocate resources, remove bureaucracy, and make our people more effective. This will involve greater use of automation and digital tools, allowing communities a choice in how they interact with us, and allowing staff and officers to focus on where they can add the most value – investigating and preventing crime, engaging with people and looking after victims.

Part of this will be better understanding demand, our operational model, how it links to our business planning, and in better accounting for abstractions and limiting the impact on operational capacity. We will get to a place where local leaders and staff understand the fully deployable resource they have.

In a large, complex, organisation, the way we organise and structure ourselves needs to be aligned to our resources and the services we are best placed to deliver.

KEY INTERVENTIONS

Establish an efficiency programme to ensure the most effective use of resources.

Adopt and embed **priority-based budgeting** to sustain savings and ensure continuous improvement.

More **effective workforce planning and a streamlined, efficient onboarding** process.

Roll-out new and existing technologies to streamline processes and release capacity across the Met.

Update the Met's approach to demand management and workforce planning.

OUTCOMES

The **outcomes** delivered by this turnaround priority are:

1. A more efficient Met Police
2. Increased resources available for reinvestment and redeployment to better match threat, risk and harm

WHAT WILL THE PUBLIC SEE THAT IS DIFFERENT?

Turning the Met around to deliver More Trust, Less Crime and High Standards is a complex challenge but with focus and commitment, we will succeed.

This plan is not theoretical, it is practical. That’s because Londoners should feel the difference as it is delivered.

Through the engagement process with the public, communities, our partners and our people on this Turnaround Plan we will identify what matters most to London and populate the outcomes we are seeking to achieve.

DELIVERING A BETTER SERVICE FOR VICTIMS

WORKING CLOSER WITH COMMUNITIES

INVESTING IN OUR PEOPLE

To be populated after the engagement process has been completed, based on feedback.

HOW DOES THIS ALL FIT TOGETHER?

MORE TRUST	LESS CRIME	HIGH STANDARDS
CORE POLICING ACTIVITIES		
Keeping the public safe	Responding to and resolving calls	Investigating and solving crimes
Upholding public order	Targeting the most prolific and dangerous offenders	Protecting the most vulnerable and repeat victims
Identifying and resolving neighbourhood priorities	Using strategic prevention initiatives to reduce crime	Operating with integrity

TURNAROUND PRIORITIES

<p>1. We will have the strongest ever neighbourhood policing</p> <ol style="list-style-type: none"> 1. London's largest ever neighbourhood police presence with more local officers and PCSOs recruited and trained 2. Better, more visible relationships with communities who tell us that our partnerships are solving problems that matter 	<p>2. We will strengthen our work in public protection and safeguarding</p> <ol style="list-style-type: none"> 1. Reduction in repeat victims and more targeting of highest harm perpetrators 2. Increase positive criminal justice outcomes for public protection cases 3. Increase amount and quality of public protection training all officers receive, such as "what to look out for training" 	<p>3. We will provide a compassionate and effective service to victims and other members of the public</p> <ol style="list-style-type: none"> 1. Increased victim satisfaction 2. Sustainably achieve national 999 and 101 call handling targets 3. More positive investigation outcomes
<p>4. We will take a proactive approach to reducing crime</p> <ol style="list-style-type: none"> 1. Reduction in repeat victims across all crime types 2. New capabilities that reduce online crime and fraud 3. More proactive, preventative interventions to reduce high risk, high harm crimes 4. With partners, increase the proactive management of known, high-risk offenders 5. Increase our disruption activity against known organised crime groups 	<p>5. We will raise standards and show communities we care and respect them</p> <ol style="list-style-type: none"> 1. A more diverse Met, recruiting people with the right values which reflect London's communities 2. A culture that demonstrably values diversity, facilitating high performance and empowering people to challenge and report bad behaviour 3. Reduced average time taken to reach an outcome for reported breaches of professional standards 	<p>6. We will set the frontline up to succeed and build a strong foundation to stabilise and underpin our delivery</p> <ol style="list-style-type: none"> 1. All frontline officers have access to new tools and technologies 2. More successful investigations and higher case file quality (resulting in more positive criminal justice outcomes) 3. Increased welfare of frontline officers and staff
<p>7. We will invest in our people by modernising our learning offer, including developing a strong cohort of leaders</p> <ol style="list-style-type: none"> 1. Better trained and well-equipped leaders 2. More quality leadership training that officers and staff receive at all levels 3. More effective training for new officers 4. Rebalanced supervision ratios to free up time for more active coaching and development within teams 	<p>8. We will be relentlessly data driven and evidence-based in delivery</p> <ol style="list-style-type: none"> 1. More precise understanding of what works to tackle, solve and prevent crime in our communities 2. Improved performance of staff and officers, driven by the collection and analysis of data 3. More relevant insight 4. Greater ability to identify corruption and misconduct in the Met building trust in our work 	<p>9. We will innovate how we work, make the most efficient use of resources and reinvest where it matters most</p> <ol style="list-style-type: none"> 1. A more efficient Met Police 2. Increased resources available for reinvestment and redeployment to better match threat, risk and harm

UNDERPINNED BY VALUES

PROFESSIONALISM	INTEGRITY	COURAGE	COMPASSION	RESPECT
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ANNEX A: PERFORMANCE FRAMEWORK

Outcomes: measures of success against our goals of More Trust, Less Crime and High Standards.

MORE TRUST

We will build More Trust with the public and with our people.

To understand whether we are achieving our goal we will use the following measures and data:

For **public trust** we will look at how the different communities and populations in London feel about the Met using:

- **MOPAC's Public Attitude Survey:** these questions assess whether the public feel the Met is doing a 'good job' in their local area (and London as a whole), and whether the public feel the Met is an **organisation that they can trust.**
- **MOPAC's Victims' Survey:** these questions ask those in the public who have reported a crime to us about their **overall satisfaction** in the service they have received.

We will **monitor** our performance in relation to headline figures and with a focus on the lowest scoring demographic group, specifically checking for any disproportionality.

For **our people trust** levels, we will review and analyse our officer and staff responses to our **Staff Survey** to understand:

- The **level of confidence** our own officers and staff have in the Met's **senior leadership team;**

Our officer and staff views on:

- The **service we provide to the public;** and
- Our focus on **what matters most to Londoners.**

LESS CRIME

We will deliver Less Crime for the public.

To understand whether we are achieving our goal we will use the following measures and data:

- We will compare ourselves **against other police forces in England and Wales** to understand how well we are performing nationally against crimes committed often in public spaces including robbery, burglary, vehicle crime, theft, firearms, violence and homicide.
- We will also monitor and track crimes committed often in more private spaces including violence perpetrated by predatory men against women and girls, domestic abuse, serious violence, rape and child sexual abuse. We will also do more to address crimes committed online such as fraud and the sharing of indecent images of children and **serious and organised crime** and **counter terrorism.**

We will analyse our data to understand and measure our performance on:

- How well we **solve** those crimes
- The number of **offences committed** by crime
- The number of Londoners who are **repeat victims** of crime
- The number of **disruptions** we effect against those crimes.

HIGH STANDARDS

We will deliver High Standards to the public and our people.

To understand whether we are achieving our goal we will use the following measures and data.

To understand the **public's** perception and thoughts on our standards, we will review the following information and data:

- The timeliness of how we **deal with public complaints**, how quickly we deal with the complaint from the time of receiving it, to finalising it;
- Through surveys and reviews, understand how **satisfied those members of the public** who make complaints about our officers and staff are about the handling and result.

To understand how **we uphold our standards** and how our officers and staff perceive them, we will review the following data and responses:

- The **timeliness of how we deal with officers and staff conduct matters**, how quickly we deal with the conduct matter from receiving it, to finalising it;
- Understand and ensure we **remove disproportionality** from our handling of conduct matters;
- Our **staff survey** to understand officer and staff perceptions of whether they feel **inappropriate behaviour is dealt with**, and their **confidence to challenge inappropriate behaviour**.



There is an urgent need for change and we intend to deliver. This Plan is a working draft and to make it as strong as it can be, we want to listen and respond to the views of London's communities, our partners, officers, staff and volunteers. An updated version of the Plan, incorporating feedback, will be published in April 2023.