

Foreword

When Sir Robert Peel founded the Met in 1829, he did so on the basis of policing by consent. The idea was that for a police service to be effective, it must operate with the support and trust of the people they serve. That is as true today as it was 200 years ago – and underpins our mission to deliver **More Trust, Less Crime, High Standards**.



We want the public to trust in the work we're doing and see how we're fighting crime in their communities and keeping people safe. We're building A New Met for London where communities know their local officers, help to shape their policing priorities and work with them to reduce crime and anti-social behaviour; and when victims call us for help, they're satisfied with our response.

We'll build on the work we've done and keep serious violence low. We'll solve more rapes, domestic violence, child abuse and other cases of predatory offending, and we'll target the most dangerous offenders to take them off the streets before they can harm again. We'll reduce disproportionality when crime and our use of powers falls unevenly across London's communities.

You'll see the people who fall short of our high standards being dealt with swiftly and robustly. You'll see officers, staff and volunteers that are well trained, equipped and led.

I care deeply about making this mission a success. I've been candid from day one about the scale of reform needed to tackle systemic failures. The data tells us that the majority of Londoners still trust us, more so than many other professions, but confidence has fallen sharply over recent years. Our failures over recent years have dented trust in the Met and we must repair that.

We've heard the voices of those who've been let down by the Met. Unreservedly, we apologise. Whether you're a woman or a member of London's LGBT+ community, whether you're disabled or you're from a Black or ethnic minority background – we've heard the concerns you've raised. We're sorry, and we will change.

Our people come into work every day and do extraordinary things because they care greatly about the city and the people they protect. Day in and day out we see acts of kindness, bravery, dedication, and sacrifice from the 45,000 people in the Met. People who are driven by a desire to make the world around them a better place. We need to reform for them too.

The appointment of Baroness Casey by the previous Commissioner was an important step and her report is a catalyst for reform. Officers, staff and volunteers joined the service because they care about their communities: they've voiced their anger and frustrations and we join them in the call for change. Many have been discriminated against by colleagues. Many are frustrated that they aren't always equipped or resourced to deliver the service the public deserve. Their determination to speak out, and their resolution for change only strengthen my conviction that the Met can, and will, turn around public trust.

A New Met for London sets out our three priorities for reform: community crime-fighting, culture change and fixing our foundations.

Community crime-fighting is how we cut crime, rebuild trust and restore our bond with communities. We'll put more officers and Police Community Support Officers (PCSOs) into local neighbourhoods and make sure they're delivering against the priorities of Londoners. We'll work with them to fight crime and anti-social behaviour, bringing all the specialist resources of the Met together to make a difference in the highest crime, lowest trust communities.

Culture change will be delivered across the Met to embed the values of policing by consent and build a strong culture focused on delivering for London, maintaining high standards and learning from others. We'll become a police service that does not discriminate – tackling racism, misogyny and homophobia – and better reflects the diversity of the city we serve.

Fixing our foundations is how we'll set up our people to succeed.

We'll organise and deploy our people better, and give them the training, equipment and tools they need to cut crime. We'll equip them with the data and technology they need to use their powers precisely while maintaining trust and upholding high standards.

This plan is the product of more than 10,000 interactions with Londoners, our people, and partners from across the city. It represents what they've told us they want us to focus on.

It builds on the progress we've made to date. We're seeing tangible results on some of the crime types we know matter the most to the public.

- Residential burglary is down 6.3% in the last 12 months, compared to the previous year, and we're attending more calls.
- We're answering calls from the public faster.
- We've maintained lower homicide rates compared to pre-pandemic levels.
- We've charged more than 500 cases of rape and serious sexual offences in the last 12 months compared to the previous year, as we increasingly target the most dangerous men.
- We've cleared our backlog of online child abuse cases.
- We're getting c. 10% fewer calls for anti-social behaviour.

We're undertaking the strongest doubling down on standards for half a century. We've launched new training schemes to make the Met more diverse. We've invested in new technology and begun the work to exploit data better to police more precisely. We've reformed the training of new officers and staff so it's more practical and less academic.

Every part of A New Met for London is deliverable – but, if we're going to really deliver for London at the pace the public wants, we'll require a collective effort. The criminal justice system has major backlogs and national prosecutions are falling. Rising demand across the public sector means my officers are called to look after people who need proper care from specialist professionals.

Chief Constables' powers to deal with misconduct are too weak. Recruiting and retaining the skilled and dedicated people we need is increasingly challenging given pay and other pressures in London, and we need a sustainable funding solution. The Met's budget per head of population has in real terms fallen by 28% since 2010. Compared to Sydney and New York we have close to 50% less funding per head of population. Between 2010 and 2022, real terms pay of officers has reduced by almost 17%. Part of the work to reform the Met must include collaboration across Government to fix some of these issues.

The majority of our people care about their mission and keeping London safe – we ask you to collaborate with us as we reform. Together we will succeed in delivering A New Met for London.



Sir Mark Rowley QPM | Commissioner

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Executive summary

Achieving our mission

The success of this plan over the next two years lies in achieving our mission of More Trust, Less Crime and High Standards. The plan sets out how we'll measure our progress in doing so.

However, we're not currently set up in the right way to achieve our mission, so we must embark on an unprecedented programme of reform.

A New Met for London sets out our three priorities for this reform.

1. Community crime-fighting

Working with Londoners to keep them safe

- We'll make communities a Met-wide priority and the bedrock of how we police.
- We'll take a precise and community-first approach to tackling and reducing neighbourhood crime, anti-social behaviour and serious violence.
- We're putting more people into local policing, focused on the issues that matter to Londoners.
- Every borough and every ward, will have its own team of officers and PCSOs.
- To keep them safe, we'll listen and involve Londoners in how their areas are policed.
- We're going to do more to support communities and people who've had their trust damaged. We'll put more people and focus into the teams protecting women and children from violence; we'll go after predatory men who commit those crimes; we'll do more for Black, ethnic minority and LGBT+ communities and for disabled Londoners. We'll develop a new strategy that makes a meaningful difference to how we police and keep children and young people safe.
- We're putting more people into the teams who work with victims of crime, ensuring they can provide the right care and better support those who've suffered.
- We'll ensure we're in buildings and locations that are visible and accessible to the public.

2. Culture change

Baroness Casey of Blackstock was commissioned to undertake an independent review into the Met's culture and standards. We accept her findings and we're responding to them. We've let down the people we're supposed to protect – Black, ethnic minority and LGBT+ communities, disabled Londoners, and women – and we haven't fixed the cultural issues that have led to that.

Embedding the values of policing by consent

- We're going to refresh and embed new values to reset our culture and set out a positive vision for how we want everyone in the Met to act.
- We're going to address our cultural challenges and deliver the inclusive, open, tolerant and diverse organisation that our people, and the public, expect to see.
- We'll more regularly review how we use force and stop and search.
- We'll reform the command that investigates and hears cases for officers and staff who've breached standards, ensuring we're removing those who fail to meet the public's expectations.
- We'll reform armed policing.



3. Fixing our foundations

Setting the Met up to succeed

- We're radically changing how we train our people to give them the skills and tools they need to reform the Met.
- We'll improve leadership training across the organisation.
- We're going to give our people, better facilities and better equipment, with the data and technology they need to be precise and reduce disproportionality in how we police London.
- We'll make sure our people have more time to serve communities. They'll have more capacity to be out in their neighbourhoods, learning about them and working with them on how to fix the issues in their area.

Annexes

Annex A: What we need our partners to do

We can deliver this plan, and people will see a difference. But the Met, like other forces, is underfunded, facing recruitment challenges, working in a criminal justice system that needs reform, and dealing with the overspill from other public services. We need help from our key partners across Government and public services if we're going to reform at the pace that's needed.

Annex B: External Scrutiny

In developing this plan we've done serious and extensive analysis of the external reports and formal recommendations received by our key scrutiny bodies - including the Mayor, the Mayor's Office for Policing and Crime (MOPAC), the Police Effectiveness, Efficiency and Legitimacy (PEEL) report from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and Baroness Casey's Review. This annex sets out our response, outlining how A New Met for London addresses the recommendations.

Annexes C and D: Delivery Plan and Costing the Plan

These annexes summarise how we'll implement A New Met for London and how much it'll cost.

Based on what we know now, we estimate the initial, indicative cost of delivering A New Met for London will be approximately £366m through 2023/24 and 2024/25. While much of this plan can be delivered at relatively low additional cost, there are important elements (for example, recruiting 1,600 PCSOs) that will require significant additional expenditure. We'll endeavour to fund some of the shortfall through reprioritising existing budgets and generating efficiencies where we can.

There will be further, additional costs associated with implementing significant programmes, which are currently unfunded. These include the costs associated with fundamental reform of our public protection service and of our armed commands. We'll undertake work, including with MOPAC and the Home Office, to understand the exact financial requirements that will be generated in these areas and develop a detailed financial model for the longer term, beyond 2025.

Responding to Baroness Casey's Review

Baroness Casey of Blackstock was commissioned to undertake an independent review into the Met's culture and standards. The Review began in February 2022. Baroness Casey published her findings on 13 March 2023.

Baroness Casey spoke extensively to Met officers and staff during the Review, about their experiences, their desire for change, and their determination for failures to be recognised and resolved. Her report is therefore empowered by the voices of the tens of thousands of people in the Met who want to see change.

The Review's findings build on the inarguable case for reform the Commissioner set out on his appointment in 2022. The Review identified a range of significant challenges, some of which had been identified before: by our own people; by external bodies such as MOPAC and HMICFRS and by our partners in national policing. This included the need to radically reform vetting and misconduct processes and to reduce the pressure on our frontline. Baroness Casey's and others' findings on discrimination in the Met echo the evidence Lord Macpherson found in the 1990s.

The Metropolitan Police accepts Baroness Casey's findings and accepts all 16 of the Review's recommendations.

Annex B summarises each recommendation and how the Met is responding.

We've undertaken deep and detailed systematic analysis of Baroness Casey's Review that goes far beyond her formal recommendations. We've identified over 100 thematic issues. We've carried out a deep dive into the 670+ recommendations we're subject to (across HMICFRS reports, Baroness Casey's Review, reports from the Independent Office of Police Conduct (IOPC), from MOPAC and our audit partners) and used that learning to identify the key strategic issues underpinning the challenges we've seen.

The whole of A New Met for London should be viewed as our authoritative response to Baroness Casey's Review and our recommendations from our partners. It sets out our plan to deal not just with the formal recommendations, but with the strategic issues identified by our partners and our agenda for the deeper reform the Commissioner has called for. For that reason, throughout the document we've set out work we're doing that's relevant to Baroness Casey's Review and the reports of other oversight bodies - from changing the way we handle and store exhibits to our commitment to raising our standards.



Our mission

Our mission

More Trust, Less Crime, High Standards

The success of this plan over the next two years lies in achieving our mission of More Trust, Less Crime and High Standards, and it's on this that we'll be judged. We've already made considerable progress in the last nine months, but there's much more to do. A New Met for London will directly support the delivery of the Police and Crime Plan for London, the Mayor's Race Action Plan and the government's Beating Crime Plan.

Achieving our mission

To track our progress in achieving More Trust, Less Crime and High Standards, we've agreed a set of headline measures with the Mayor. Below, we've set out our ambition. Everything we do - and how we measure performance - will be underpinned by an understanding of how fairly we're treating our own people and the public and whether we've stopped discriminating.

More Trust

Our ambition

The proportion of Londoners who think the Met's doing a good job locally.



The proportion of Londoners who trust the Met.



The proportion of victims satisfied with the service the Met provides.



The proportion of Londoners who believe they'd be treated fairly by the Met.



The proportion of Londoners who believe the Met uses stop and search fairly.



Across More Trust, we'll track levels of improvement within Black, ethnic minority and LGBT+ communities, and among women, where we know confidence has historically been low and damaged over the last decade.

Less Crime

Our ambition

Neighbourhood Crime

This includes:

- Personal robbery
- Theft from person
- Residential burglary
- Vehicle crime

Recorded volume



Serious Violence

This includes:

- All Robbery Offences
- Violence with injury
- Homicide

Recorded volume



Gun crime

This refers to sustaining the current reduction in lethal barrel discharges.

Recorded volume



Public Protection

This includes:

- Rape
- Other serious sexual offences
- Domestic abuse
- Stalking and harassment

Proportion of positive outcomes



Proportion of victims who have been victims of crime before



Having cleared the backlog of online child sexual abuse and exploitation cases, we'll maintain this.

Hate Crime

Proportion of positive outcomes



Proportion of victims who have been victims of crime before



Anti-social Behaviour

Number of incidents

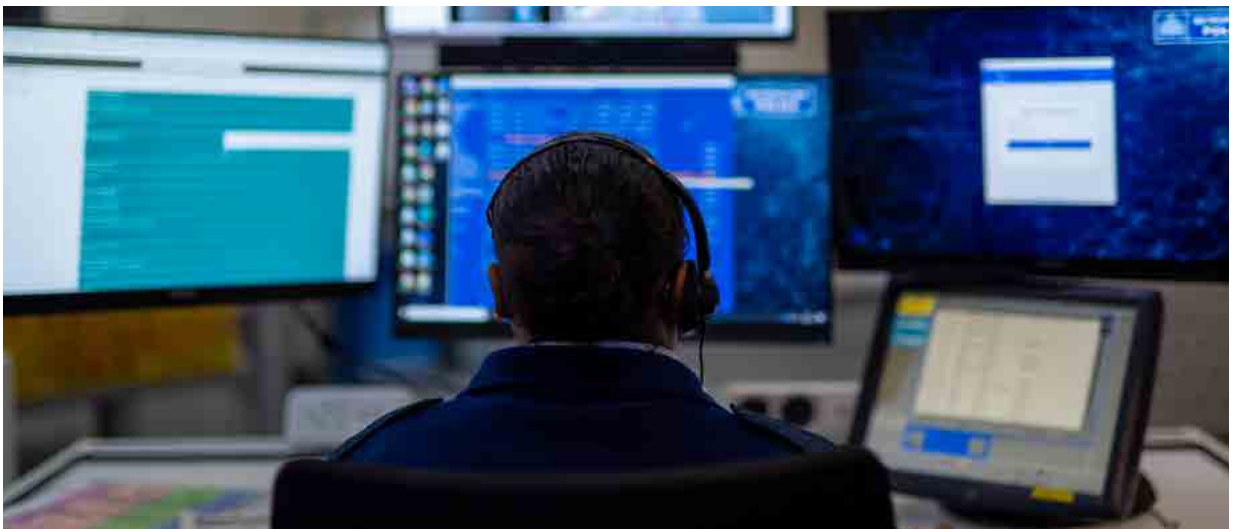


Number of calls to repeat locations



Across Less Crime, we'll continue to track the rate of positive outcomes for victims, but our priority will be reducing crime altogether. Our shift toward a more precise and proactive approach will help us do that.

We'll also improve our ability to identify and reduce levels of disparity in outcomes achieved for Black, ethnic minority and LGBT+ communities, and for women in London.



High Standards

Our ambition

The time it takes to resolve public complaints and misconduct matters.



The level of disproportionality in misconduct matters.



The proportion of Met officers and staff who feel safe to challenge inappropriate behaviour.



The proportion of Met officers and staff who say they're treated fairly.



The proportion of Met officers and staff who are confident in their leaders (at all levels).



The proportion of Met officers and staff who are confident inappropriate behaviour and misconduct will be dealt with effectively.



Our mission



Priorities for reform

We're not currently set up to deliver the outcomes laid out in the previous chapter. The unprecedented programme of reform that follows is designed to fix that - and to build A New Met for London.



Community crime-fighting:

**Working with Londoners
to keep them safe**

1. Community crime-fighting:

Working with Londoners to keep them safe

Our first duty as a police service is to reduce crime and keep London safe. Bearing down on neighbourhood crime, violence and sexual predators, while at the same time building confidence, requires a new approach. This plan does that. We'll work with the public to build a new, communities-first approach, better understanding their priorities and working together to deliver More Trust and Less Crime. This means reforming and strengthening how we police London in a way that's focused and driven by Londoners themselves, supporting the delivery of the Police and Crime Plan for London.

a. We'll get back to policing with London and put communities first across the Met.

Making communities a Met-wide priority and the bedrock of how we police.

All senior leaders across the Met, from Basic Command Units (BCUs) to central specialist functions, will be held to account for how they listen to, collaborate with, and deliver for communities.

July 2023

All parts of the Met will talk to our community-based teams before they take any planned action that affects those communities.

Putting more resources into local policing to cut crime.

We'll invest in our local neighbourhood and crime-fighting capability, recognising the pressures they're under.

October 2023

- We've already strengthened leadership locally, bringing in a new senior officer (the Borough Superintendent) in each borough to work collaboratively with partners to build an effective, tailored neighbourhood response.
- We'll build on our existing commitment, ensuring there are at least two Dedicated Ward Officers (Londoners' 'go to' person in their area, who'll be focused on addressing specific community concerns) and one PCSO in every ward, with more in areas of higher crime. This will ensure each ward and borough has its own locally accountable team.
- This extra resource will mean neighbourhood teams can focus on tackling neighbourhood crime, anti-social behaviour and serious violence.

We'll protect neighbourhood teams and reduce caseloads so officers can focus on cutting the crime that matters most to Londoners.

January 2024

- We're using our data to better understand the demands we face and supporting our teams in operations rooms to deploy officers to where we'll make the biggest difference to communities.
- We also piloted direct HR support in BCUs, supporting local leaders to develop their skills in managing people. We'll introduce this more widely to provide better overall support.
- We'll stop abstractions from neighbourhood teams, apart from in exceptional circumstances, and ensure our custody services do not unnecessarily draw on officers' time.
- We'll continue to work with the NHS, UK and local government and other public services to ensure individuals in need of care and non-crime help get supported by the right agency, freeing up officers' time.

We'll recruit more PCSOs for London.

July 2024

- 500 more PCSOs have been funded so far, but we need funding for 1,100 more to provide the right coverage across the city and focus on the areas where there's most crime.

Putting more resources into local policing to cut crime.

We'll attract and recruit more volunteers, including Special Constables, working with communities to encourage Londoners to join the Met.

By April 2025



Understanding Londoners' crime concerns and responding accordingly.

We'll empower local police commanders to work with Londoners on a policing approach that works for their area and makes sure each community gets what it needs.

July 2023

- We'll work with Londoners and their communities on how we restructure local policing, so it works for them and tackles the crime they care about most.

We'll maintain a bespoke set of crime priorities for each ward.

October 2023

- The priorities will be co-developed with the public and partners, so everyone has a say. This will be a dynamic process: we'll regularly refresh them, based on what most affects communities at any given time, work with Londoners to deliver them, and then set some more.
- We'll immediately bear down on anti-social behaviour and neighbourhood crime, because communities have already told us those are a priority.

Understanding Londoners' crime concerns and responding accordingly.

We'll make it easier for Londoners to tell us what they need from us to cut crime in their area.

January 2024

- We'll work with communities and partners to reset how we afford Londoners more involvement in local policing. We're testing new ways to engage, such as citizen-led community meetings, online polling, and community engagement teams to strengthen local confidence in how we police London.
- Each new local borough leader (superintendent) will hold a formal introductory event with their community, to set out their vision and listen to Londoners' ideas.
- In addition, we're committed to holding two, open-to-all community events in every borough by the end of 2023, and four by the end of 2024. These events will create space for communities and local police leaders to collaborate and develop shared ways to reduce crime and anti-social behaviour.
- We'll continue to use a technological solution we relaunched in July 2023 to measure Londoners' trust and understand public sentiment, and tailor our local policing by borough and by ward.
- We've already introduced LGBT+ Community Liaison Officers to ensure every LGBT+ person living or working in the capital is confident to report crime, seek our help or tell us their concerns.



Working more closely with partners in the community to prevent crime.

We're committed to building genuine partnerships with local authorities and local communities. As part of this, we'll establish policing and partnership boards in each borough, bringing the public and community leaders together with police to make sure we're delivering what they need.

We'll work closely with local authorities, as well as MOPAC, to achieve local accountability, and we're committed to regular and consistent data-sharing with them.

We're committed to ensuring individual boroughs are key partners in transforming policing across London, through regular engagement with senior leaders in the Met and through formal governance.

June 2024

Changing how we manage our buildings to support communities.

We'll improve our buildings to make sure our teams are nearby, visible and easy to access for Londoners.

April 2025

- We'll co-locate some of our neighbourhood teams in the same buildings as local partners to drive collaboration.
- Londoners will be able to more easily contact us, whether by phone, digitally or face to face. Each borough will have at least one 24/7 front counter.
- We'll have enough space across all our buildings to ensure all operational officers, staff and volunteers can be London-based all the time.

Doing more to tackle serious and organised crime and terrorism.

We'll improve our understanding of the threat and use it to tackle the criminals causing the most harm in communities.

October 2023

- We've already produced a new serious and organised crime 'control strategy' to focus our efforts against the most significant threats, supported by borough profiles that help us tackle the threat locally.
- We'll issue six-monthly updates to partners and the public on the serious and organised crime threat in London and what the Met is doing to tackle it.
- We'll grow our specialist capabilities to tackle online crime, including the use of cryptocurrency and the dark web, and emerging threats.

We'll train officers to be the 'eyes and ears' on the ground.

April 2024

- Give the frontline more and better training to help them work with communities successfully, including spotting the signs of serious and organised crime and terrorism.

We'll do more to support neighbourhoods blighted by crime.

April 2025

- This approach (called 'Clear, Hold, Build') is directed by local policing teams who work with the public and partners to understand and tackle gang-related and organised crime in their area.
 - 'Clear' means targeted arrests and crime disruption, working with partners in the prison and probation service; 'Hold' means stabilising the area to stop criminals moving in to fill the void; and 'Build' means community-driven action to address the causes of criminality and prevent it from happening again.
-

b. We'll transform how we protect the public from harm, combatting violence against women and children.

Reforming public protection to counter London's most harmful predators.

We'll strengthen local public protection teams, giving them more people, specialist training and better access to the Met's proactive tools and tactics.

October 2023

- We've already acted as a pathfinder for Operation Soteria (a national operation to improve how the police and criminal justice system address serious sexual offending), leading to 500 additional charges for rape and serious sexual offences in the last year.
- We'll build on this by resetting our approach to public protection: putting an extra 565 people into specialist teams and developing a new operating model that prioritises this critical work and helps us target the perpetrators.
- These dedicated teams, with expertise in investigating domestic abuse, sexual offences, child sexual abuse and exploitation, harmful practices and safeguarding, will work closely with local police teams and partners across London.
- They'll receive a revamped training package to ensure they have the right skills to tackle what is often complex criminality.



Reforming public protection to counter London's most harmful predators.

We'll proactively prevent reoffending, working with partners, using improved data tools and technology and applying counter-terrorism techniques.

January 2024

- Building on our success to identify and target the 100 most prolific high-harm offenders, we'll make more proactive use of community intelligence and data to identify crime hotspots. We'll use more protection orders and other prevention measures to reduce repeat offending.
- We'll share more data on violence against women and girls with partners and the public in an ethical way and use it to reduce disparity in outcomes.
- We'll work with partners in the health sector and in advocacy to continue to improve our approach to tackling stalking. We've already doubled the number of Stalking Protection Orders in place and increased detection rates to 12%, making us one of the strongest forces nationally.
- We've already launched an app to help officers to respond faster and more effectively to calls about missing persons. Trials have shown 15% of these cases can be resolved with the app, which allows officers to send texts to a missing person, who can then share their location and stream video to confirm they're safe.

We'll make public protection a Met-wide priority.

March 2024

- Protecting the public is the responsibility of all our people, so we'll give them the knowledge they need to make informed decisions, support victims, and point them in the direction of the service that's right for them.
 - This will mean greater expertise, better care for victims, and more crime prevented.
-

Increasing our focus on tackling Violence Against Women and Girls.

We'll deliver a new action plan, committing the entire Met to tackling sexual offenders, improving women and girls' safety and rebuilding trust.

December 2023

- The action plan will be firmly grounded in the views of Londoners and the specialist sector and will see us tackle sexual offences and domestic abuse committed by our own officers and staff (supported by work to reform vetting and misconduct processes). The action plan will support the delivery of the government's and the London Rape Review action plans.
- We'll root out sexism and misogyny as we reform the Met's culture.
- We'll produce publicly available hotspot maps of violence against women and girls in London, using them to raise awareness and to target our operational response.

We'll better support victims of sexual offences and domestic abuse.

March 2024

- By reducing demand, we'll ensure officers and staff have the capacity, knowledge and skills to give victims the support they deserve and recognise their vulnerabilities.
- We'll implement a joint improvement plan with the Crown Prosecution Service to ensure the wider criminal justice system is set up to secure positive outcomes for victims. We'll bring in external expertise and challenge from victims' organisations to drive early intervention and reduce repeat victimisation.



Addressing longstanding concerns about keeping children safe.

We'll deliver a new Children and Young People's Strategy.

November 2023

- We'll build on the progress we've made on clearing the online child sexual abuse backlog and the lessons we've learned following incidents like Child Q, and deliver a new Children and Young People's Strategy. It will radically reset our approach to protecting and policing London's children and young people, adopting a 'child-first' approach.
 - We'll work with key partners and experts to develop this strategy, and will make sure the voices of children and young people in London are heard and reflected in it.
 - We've already more than halved the number of More Thorough Intimate Parts searches we conduct and we'll continue to ensure we get the balance right. We're committed to rebalancing our approach to children and young people, whether they're victims or perpetrators, listening to their views as we do so. We recognise the personal impact of strip searches on children, so we'll only use the tactic where the gravity of the crime under investigation, or the risk of harm to the child, outweighs that impact.
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C. We'll significantly improve our service to victims of crime.

Improving our call handling and first response.

We'll reduce repeat victimisation and prevent crime from re-occurring.

July 2023

- We've already improved our ability to recognise repeat victims by identifying the top 20 individual most frequent callers at any point.
 - We'll be proactive in engaging with these callers and, in the right circumstances, work with them and partners to stop the crime happening again.
-

Improving our call handling and first response.

We'll support our response teams.

July 2023

- We'll improve how we manage resources and abstractions, supporting local leaders in maximising availability and reducing demand (including investigation caseloads).
- We'll continue to train and deploy more non-frontline officers for public order duties.
- By providing better uniform, kit and equipment and increasing the provision of response driver training, we'll be able to better respond to victims of crime and emergencies and deal with greater volumes of crime more quickly.

We'll answer calls from the public more quickly and provide better care.

January 2024

- Despite unprecedented demand (since the start of 2023 we've seen 999 call demand increase by around 20% compared to 2022), we'll meet national targets, responding to at least 90% of 999 calls in 10 seconds and abandoning less than 10% of 101 calls. We've already made progress, increasing the percentage of 999 calls answered in 10 seconds from 57% in June 2022 to 71% in March 2023.
- We've implemented a 101 triage service and 999 redirect to manage non-crime and non-urgent demand differently. We're running online campaigns to help the public understand when to call 999 or 101 or to go online. We've already increased the number of call handlers and we'll deliver further increases to cope with peak demands.
- We'll go further by expanding our Command and Control department (MetCC). We'll provide digital channels that allow us to assess and direct calls for help more quickly and, more importantly, give the public better and faster ways to get help. We'll also make full use of our 101 switchboard to support more callers.
- We'll continue to make sure the risk and vulnerability of all callers is assessed before a call can be closed. We'll give all of our people who interact with victims in any way new advice and guidance on how to provide the best possible care.
- We'll work with technology providers to ensure they reduce the number of 999 misdials.



Freeing up valuable police time to focus on supporting victims of crime.

We'll implement Right Care, Right Person.

September 2023

- We've already acted to stabilise demand and resource in our emergency response teams, including by reducing abstractions. Right Care, Right Person will go further by ensuring the public is directed to the right health-based response where no crime is involved and there's no immediate risk to life.
- This will help us deal with the growing volume of 999 calls that policing is much better equipped to resolve, and, most importantly, mean we don't criminalise those in mental health crisis.
- The scheme improves outcomes for individuals, reduces demand on services, and makes sure the right care is being delivered by the right person.
- Our officers and staff in MetCC will be specially trained to assess incoming calls and decide whether to deploy police or not. Although this will greatly reduce the number of health calls we attend, we'll still deploy where partners need our help. This is likely to be when a crime has been committed or there's an immediate risk to life.

Providing a consistent, compassionate service to victims throughout.

We'll make sure victims know where and how to get the support they need.

October 2023

- We'll launch new public campaigns to raise awareness of the services we and our partners provide. Londoners will know when and how they should contact us.
- We'll create a Victim Focus Desk to provide victims with support and advice and point them in the direction of the most appropriate service for them. This will include advice on how to best preserve evidence, so our cases are as strong as possible and have the best chance of success at court.

We'll make it easier for victims to give us feedback on the service we offer.

October 2023

- We'll provide new victim information material, with easy-to-use links for victims to give us immediate feedback.
- We'll launch the 'My Met Service' pilot, a Victim Voice Forum pilot and regular Victim Voice Surveys to give victims more opportunities to provide feedback.



Providing a consistent, compassionate service to victims throughout.

We'll improve the quality of the support we provide victims.

January 2024

- We've already improved the way victims are informed of developments in their case, through text messages and e-mails that provide a reference number and crime prevention link.
- We'll work with partners (including MOPAC, victims' charities and the Victims' Commissioner) to create a multi-agency victim care hub, with an initial launch in early 2024. This hub will help build closer relationships between witness care units, support officers and investigators to provide a first-class service.
- We've already piloted a central vulnerability hub, bringing together experts from inside and outside of the Met, including from National Police Chiefs' Council (NPCC) and the College of Policing, to overhaul our support to missing persons, those suffering from mental health illness and children and young people at risk of exploitation (whether criminal or sexual). We'll now deliver the hub in full, so it offers a full range of coordinated interventions that can be enacted more quickly.
- We'll make sure our buildings provide a safe and secure environment for victims and officers carrying out sensitive work. This will include improved interview suites and extra confidential phone booths.
- Victims of sexual violence, gender-based violence or domestic abuse will have the right to request that the officer conducting the interview is of a sex/gender of their choice. We're committed to meeting that request unless doing so would prejudice the fairness of the criminal proceedings.
- We'll undertake a review of disparity in victim experience, taking into account background and protected characteristics.
- We'll review, end-to-end, our approach to volume crime investigation, examining how we better service victims, progress investigations, deal with perpetrators and secure justice outcomes. We recognise that high caseloads held by busy response officers mean that too many victims receive a poor service and repeat offenders may be missed when cases are spread over large teams. We're piloting new approaches and will deliver significant improvements by 2024.

Removing the barriers in the way of swift justice.

We'll fix how we handle and store our exhibits.

October 2023

- We've already increased the short-term capacity of our property stores and trialled extended opening hours. We've also audited more than 250 freezers, setting a new, higher standard and replacing any that don't comply.
- It's vital victims and their cases are not let down by failures to process evidence appropriately, so we'll go further. The need to reduce the number of buildings we have in the face of budget pressures has made this harder, but we'll address the inadequate provision of evidence and property stores and key equipment to ensure mistakes of the past are not repeated.

We'll improve the speed and quality of our investigations, reducing the impact on victims.

March 2024

- We've already delivered training to more of our officers on disclosure and on how to compile an excellent case file, meaning we can reach a conclusion for victims sooner. We've also run a three-month pilot that provides dedicated police staff to improve case file quality. But there's much more to do.
- We'll replace out-of-date case management systems to further improve case file quality and consistency and achieve more positive outcomes. We'll also introduce new tools that help us review data extracted from suspects' mobile phones and other devices more quickly and in their local area.
- We'll give our investigators better training in how to deal with volume crime. We'll also reduce the demand they face, so they can focus on achieving the best possible outcomes from a smaller caseload, and tailor their approach to a victim's needs.
- We'll seek greater external scrutiny of our investigations to ensure they are high quality.

But we also need criminal justice reform of pre-charge processes – recognising the impact a charging decision has on a victim – to help us get cases through court more quickly.

d. We'll prevent crime through a proactive and precise approach.

Using data and evidence to overhaul how we task and deploy our resources.

We'll create more capacity for local proactive policing.

October 2023

- We've already undertaken a review across the Met to identify how we can deploy our proactive resources more effectively and more locally. By realigning 240 posts from central teams, we'll create larger and more agile proactive policing units in each BCU. In total, this means 1,800 officers and staff will form proactive teams that can respond quickly to intelligence and local priorities, driven by the local tasking process. Existing BCU town centre teams will provide additional proactive focus where there is the highest demand or more complex issues to deal with.
 - To support these new teams, we will create a central proactive team as part of our pan-London taskforce. This team will work with BCUs to tackle the most harmful criminals, as well as those operating across BCU boundaries. It will include road traffic interceptors, Automatic Number Plate Recognition (ANPR) specialists and other specialist capabilities. Through central tasking, the team will support BCU and specialist crime teams where extra capacity or capability is required.
 - Operationally, this will result in more initiatives like one of our County Lines operations focused on disrupting high-harm offenders. Since 1 April 2022, we've conducted 23 operations, rescued 33 missing children and charged 31 individuals with modern slavery offences.
-

Using data and evidence to overhaul how we task and deploy our resources.

We'll reform our tasking and performance processes to more precisely target the most harmful criminals affecting London.

October 2023

- Through new performance and tasking processes, we'll make sure the whole Met – including its specialist resources – prioritise the most important local issues. How we task and deploy the frontline will be more closely linked to our mission and teams will be more accountable to their local neighbourhoods.
- We'll move away from the Gangs Violence Matrix and take a new approach to tackling violence, using evidence-based prioritisation tools. We'll adopt a precision-based approach to tasking and coordination to proactively focus on the most harmful and violent offenders in London.
- We'll reform how we manage our performance and measure success to drive more precision in how we use our police powers. We've already created a team to track our performance more accurately within a new framework aligned to More Trust, Less Crime and High Standards. We'll enlarge and embed this team in the Met.
- This work will help us target our performance improvements so we cut crime in the areas that matter most to Londoners.



Giving the frontline more information and data to keep Londoners safe.

We'll better understand what communities are thinking and feeling.

November 2023

- We'll create a new team that will understand local insight and community sentiment from across the Met and use it to identify the most effective proactive response. Officers will use that insight to plan operations, investigate crime and convert intelligence to evidence, bringing more offenders to justice.
- We'll provide the tools to receive video, images and data from the public in real time, so we can deploy quickly to urgent issues and target our local response.

We'll use new technology to pursue the most harmful criminals in a precise way.

April 2025

- We're already using innovative facial recognition technology to be more precise and less discriminatory in how we tackle crime and identify wanted offenders.
- In the longer term we'll introduce new data-driven tools and ethically use artificial intelligence to get ahead of criminals and intervene before they can cause harm.



Culture change:

Embedding the values of
policing by consent

2. Culture change:

Embedding the values of policing by consent

Consent to police London is not a given, it's earned. No matter your race, religion, gender, sexuality, age or disability the Met will be there for Londoners when they need us most and, to rebuild trust, we need to address failings of the past. We need to reform our culture to build a Met that is open, tolerant, diverse, and upholds the standards and values that reflects the global city that is London. We'll tackle discrimination and provide the outstanding service Londoners deserve.

Becoming an anti-discrimination organisation

The Met cannot rebuild trust and policing by consent if Londoners aren't confident they'll be treated fairly.

In his 1999 report on the failures of the investigation into the death of Stephen Lawrence, Sir William Macpherson said that police forces should aim for the 'elimination of racist prejudice and disadvantage and the demonstration of fairness in all aspects of policing'. Applying that principle and definition to all forms of discrimination (including but not limited to racism, misogyny and homophobia) on the basis of protected characteristics, the Met has clearly not succeeded, and we accept Baroness Casey's diagnosis of our failings.

A New Met for London sets out how, across our reform agenda, we commit to being an anti-discrimination police service, using Macpherson's definition as a measure of our success. Across all three priorities we'll take action to deliver this:

In priority one, we commit to:

- Tackling crime which disproportionately affects some communities – such as anti-social behaviour and gang crime.
- Reducing disproportionality in levels of trust.

- Working more closely with communities who've been discriminated against by the Met in the past and still feel like they're treated unfairly, and involving communities more in how we police their area. We need to do more to understand what they care about and how they feel.
- Using data and evidence to overhaul how we task and deploy our frontline, ensuring interventions are more precise and less disproportionate.
- Reforming the way in which we deliver for women and children.

In priority two, we commit to:

- Targeted action and reforming our professionalism command to make sure we root out individuals who discriminate and reduce disproportionality in how we handle misconduct.
- Changing how we work with Londoners, including reviewing our use of stop and search and force and creating race action plans for communities most affected.
- Reforming our culture to make sure everyone in the Met gets the inclusive, diverse and supportive workplace they expect.
- Reforming armed policing.

In priority three, we commit to:

- Reforming how we develop our leaders so they can drive culture change across the Met.
- Giving our officers what they need to take a precise and proportionate approach to policing and using force.

Discrimination has no place in the Met, but it is not enough to simply say that. **A New Met for London commits us to firm action.**

a. We'll reset our values and the way we work.

With London communities and our people, we've **reset our values and guiding principles, to help deliver cultural reform across the Met.** We're reasserting what we want our people to be, how we want them to behave and the culture we want to build. These values and principles will be embedded in our HR processes that develop and assess our people, meaning we're all judged by how we work.

Principles: how we work and make decisions



Communities-first

We will prioritise the Londoners we serve in everything we do. We will listen to them and work with them to solve problems.



Frontline-focused

We will prioritise officers and staff who work directly with the public, so they have what they need to provide the best service to Londoners.



Inclusive

We will be anti-discriminatory. We will seek to understand diverse perspectives and treat people according to their needs. We will create a workplace where everyone can thrive and is accessible and inclusive to all.



Collaborative

We recognise policing in London is at its best when the diverse communities we serve help us shape our response and the impact we have.

We will take every opportunity to work with partners and our colleagues; to listen, reflect, learn and act.



Precise

We will make data and insight driven decisions informed by the best available evidence so we focus our efforts on achieving results with the greatest benefit to the public.

Values: how we behave



Respect

- I will respect the rights of everyone I meet.
- I will listen to individual perspectives and needs.
- I will try my best to understand a diverse range of views and achieve the best possible outcomes for the public.



Integrity

- I will always try to do the right thing.
- I will be fair and consistent in everything I do, being mindful of the impact of my actions.
- I will actively challenge those whose behaviour falls below public and the Met's expectations.



Empathy

- I will care about communities and colleagues and try to understand their perspectives and experiences, at all times.
- I will be kind and listen and understand without judgement. I will take time to clarify and explain my decisions.



Courage

- I will show courage by making tough decisions when needed.
- I will always challenge racist, homophobic, misogynistic and any other discriminatory and inappropriate behaviour.
- I will show humility.



Accountable

- I will strive to build trust with the public, colleagues, and partners, by being open, honest and taking ownership for what I have done and why.
- I will admit when I make mistakes, learn from them and improve.

b. We'll uphold the highest standards and remove those who don't meet them.

We've already made considerable progress:

- **We're getting through cases faster** – we've concluded 67% more misconduct cases since our reforms began and are making more decisions, a 45% increase.
- **We're hearing more cases** – we've increased the number of misconduct hearings by 34%.
- **We're dismissing more officers and staff, at a faster rate:** 57 officers have been dismissed in the last six months, compared to 30 dismissals in a typical six-month period before we began our reforms – a 27% increase.

But there's more to do.

Dealing with discrimination wherever we find it.

We'll take a zero-tolerance approach.

July 2023

- We won't tolerate discrimination against Londoners, our people, or anybody else we work with.
- Any officer or member of staff who is found to have discriminated will be dealt with robustly.
- We'll examine our policies and practices and change any that are discriminatory.

We'll make it easier for people to challenge discriminatory behaviour.

November 2023

- We've already seen an increase in reports of wrongdoing to our internal Crimestoppers reporting line and, in partnership, introduced a confidential way for members of the public to contact us. This is now being rolled out nationally.
 - Everyone is expected to challenge poor behaviour, and we'll now create a Met-wide cadre of champions for challenging inappropriate behaviour, and introduce the Bystander/Guardian programme, providing safe space for our people to come forward and report wrongdoing.
-

Maintaining the high standards the public expects.

We'll reform our Professionalism command.

October 2023

- We've already invested an extra 150 people into counter-corruption and investigative teams and created a discrimination unit to deal with officers and staff reported to have been discriminatory.
- We've reviewed previously concluded misconduct cases relating to sexual offending and domestic violence and will be doing the same for cases involving racism and homophobia and all other types of discrimination – to ensure all cases are robustly dealt with.
- We've initiated a wide-ranging review of our standards, reinforcing this through HR processes and training.
- We're reducing the time it takes to investigate complaints and misconduct and reduce the disproportionality in our approach.
- We'll establish a challenge panel to oversee further reform and hold us to account for reducing discrimination in our misconduct processes.

We'll overhaul our vetting and disciplinary processes.

October 2023

- We've already checked every member of the Met against police national databases and reviewed their vetting status. This determined whether there was anything in their background that would affect their role in the Met and that we should know about.
 - We'll bring in more external and independent expertise and assurance to make sure our processes are effective and fair.
 - We'll review the terms of reference for external panels to ensure they: operate with full independence; include diverse representation; and have the scope to scrutinise our vetting and disciplinary processes. The panels will promote a specific focus on identifying disparity and ways to improve the diversity of our workforce.
 - We'll continue to work with government and press for changes to the law to strengthen the powers at Chief Constables' and Commissioners' disposal for removing officers.
-

C. We'll change how we work with communities so they're confident we treat them fairly.

Spending more time listening to Londoners and acting on what they've told us.

We'll take action to tackle racism across London.

October 2023

- We'll listen to what communities and our Independent Advisory Group on race have already told us and set up a new race working group. The group will steer activity across the Met and provide advice on how to handle 'critical incidents' that impact trust and confidence.
- We'll adopt the framework of the national police race action plan and use it to co-design bespoke action plans with the communities most affected.

Our officers will spend more time with those that have been discriminated against.

November 2023

- The Met's leadership team will more regularly and more directly engage with communities, to rebuild trust and keep them updated on our work and other policing issues that affect them.
 - We'll make sure communities can co-design approaches to combatting discrimination in their areas. We'll commission research into overall crime disparity to improve our understanding of the issues facing women and girls, Black, LGBT+ and disabled Londoners, and other ethnic minority communities – using it to design interventions that are properly data-driven.
 - We've already invited London's communities to work with us on the design and delivery of police training. This included a new community-centred Public and Personal Safety Day, bringing new officers together with community stakeholders to review body worn video footage and talk about the use of police powers. We'll do more of this.
-

Taking a more precise approach to the use of force and stop and search.

We'll carry out regular reviews to make sure we use these tactics properly.

July 2023

- The use of force and stop and search is necessary and save lives, but when we deploy them we must be precise about when we use them and who we use them against.
- We already do significant work to monitor our use of stop and search and work with the community to do this. We'll go further by introducing a new process to systematically review selected body worn camera footage across London and use it to identify and address discriminatory practices.
- Supervisors will check the quality of encounters, helping officers to improve how they use force and stop and search. They will identify and champion good practice, and, crucially, will take action where their reviews reveal inappropriate behaviour or discrimination.

We'll introduce a Stop and Search charter.

October 2023

- We've already delivered an improved stop and search pilot in certain parts of London, coinciding with an increase in positive outcomes from 26% in 2021/22 to 29% in 2022/23.
- We've also significantly increased transparency, introducing community networks and monitoring groups to oversee and scrutinise our use of stop and search.
- We'll now build on our pilot to better balance the impact the tactic has on communities who feel targeted against the risk to the public.
- Developed with communities and working with them to use the powers fairly, proportionately and precisely, the new Stop and Search Charter will set out an agreed rationale and provide an annual account of its use. Like every other police service in England and Wales, we'll embed an 'explain or reform' approach to address the negative impact and outcomes experienced by Black communities.
- The charter will help provide a consent-based use of stop and search with the communities most affected by it. It will require Met officers to give their name, their shoulder number, the grounds for the stop, and a receipt confirming the details of the stop.
- We'll do more to embed our new values and principles in how we use stop and search. Compliance with the charter will be scrutinised independently.

d. We'll become a more diverse and inclusive organisation.

Making culture change a priority for everyone, driven by senior leaders.

We'll build a new, dedicated team to deliver culture change.

October 2023

- Led by a new Director, the team will be responsible for coordinating and delivering a root and branch reset of equality, diversity and inclusion policies and practices across the Met.
- The team will drive a 'One Met' culture, removing silos and setting corporate standards for the Met's branding.

We'll embed culture change across the organisation.

January 2024

- We'll create a framework to hold police leaders to account for the cultural health of their area of responsibility.
- We'll offer our successful 'reverse mentoring scheme' pilot for senior leaders to more of our people.
- We'll recognise people who change our culture for the better, changing our promotion and development policies so they align to our expectations around inclusive behaviours.



Creating a more inclusive workplace.

We'll reform and reset armed policing.

From January
2024

- Baroness Casey's Review found some of the worst behaviours and practices in specialist firearms commands, where standards should be at their absolute highest. We've launched a programme of reform that will transform culture, standards and structures across all of them - and we've already made progress.
- We've changed and bolstered the leadership teams in our Specialist Firearms Command and in Parliamentary and Diplomatic Protection (PaDP), improving levels of supervision.
- We've reinforced the highest standards for all firearms officers, overhauling Met policies to ensure they meet the national benchmark. We're assessing those already in armed policing against those new, higher standards, and we'll permanently revoke firearms authorisations for officers who fall short. We've also conducted a review of officer expenditure and equipment procurement, with an external, independent review later in 2023.
- On training, we're committed to changing how and where our specialist training centre is run, and we've already established a Values and Standards Board, supported by an independent senior leader, to drive culture change on site. We're also trialling the use of video technology to improve transparency in our training and learning opportunities for staff and students.
- We're improving the diversity of the workforce in firearms commands by extending a female insight programme - successfully trialled in PaDP - across the Met to encourage female officers to take on armed roles. We're set to double the number of women working in armed roles in PaDP, but there's much further to go.
- We'll review the role profile of armed officers to increase the attractiveness of the role and diversity of the people who apply.
- Officers working in these specialist commands will be better connected to communities in their daily work. They'll move out of specialisms regularly during their careers so they can bring back fresh perspectives.
- We'll change the way our protection commands operate to ensure armed officers are deployed efficiently. This will release capacity to build a new 'neighbourhoods-style' team that will better support, and solve problems within, the diplomatic and parliamentary communities.

Creating a more inclusive workplace.

We'll ensure our buildings don't act as barriers to equality.

July 2023

- We'll audit and change our buildings, including signage, imagery or other material that foster the wrong culture.
- This could include places where there isn't equal provision of facilities for everyone, or where buildings promote silos between teams and disconnect senior leaders from Met colleagues and the public.

Making the Met more diverse.

More of our new recruits and senior leaders will be from diverse backgrounds.

By 2025

- We've made progress over the last two years, with increased representation among officers of female colleagues (from 28.5% to 30.7%) and those from a Black or ethnic minority background (from 15.7% to 17.2%).
- This has changed in part because of our positive action offer for candidates from those backgrounds, with dedicated workshops (delivered alongside the Network of Women and the Black Police Association) to help them prepare for the application and assessment. For candidates that declare a disability, we've put in place a reasonable adjustment process to support them at the assessment centre.
- We've established an Outreach Recruitment Programme across London, leading events and developing targeted recruitment campaigns to encourage under-represented groups to consider a career in policing.
- More widely, we've improved our recruitment processes to reduce time to hire, reduce attrition through our pipeline, and to remove disproportionality. Previously (in 2020) a candidate from a non-under-represented ethnic group was almost twice as likely to be successful as an under-represented ethnicity candidate, but now the variance is marginal (0.2% when comparing Black against non-ethnic minority candidates).

Making the Met more diverse.

We'll develop outstanding diverse leaders for the future.

By 2025

- We've already designed and delivered tailored leadership programmes aimed at encouraging more female and black officers into the Met and into leadership positions (Superintendent and above).
- We're committed to building a pipeline of future diverse leaders and supporting them. We already have a fast-track scheme and dedicated leadership training for diverse officers and staff, but we need to more actively support all our people in developing their careers.
- Our work to transform leadership and learning, outlined later in the plan, will help us do this - including the creation of a leadership academy in the longer term.

We'd like to reintroduce a London Residency Requirement, so our workforce better reflects London's population and better understands the communities we work with. However, that is impossible in the current climate. A mix of factors, including a decline in public confidence, the cost of living, police officer pay, and rising demand in the context of years of efficiency savings means we can't recruit the numbers we need from within London. If we can make progress on some of those issues, we can consider reintroducing the requirement.



Fixing our foundations:

Setting the Met up to succeed

3. Fixing our foundations:

Setting the Met up to succeed

Crime is changing, with demand and complexity rising, and tackling it effectively requires a well-run organisation that properly equips its people to meet the challenges they face every day. Our people are the heart of the Met and we have a duty to ensure they can thrive in a safe and supportive workplace. They want to do the best they can for London, and we'll do much more to set them up to succeed. This means giving them the kit, buildings and vehicles they need to stay safe and do their job well. It means ensuring they have the data, technology and tools they need to target the most harmful criminals. And it means giving them the training and leadership they need to improve. Precision, underpinned by data and technology, will be key to our success as we target our policing to have the greatest impact on trust and crime.

This plan will fix the things that underpin how we police. We started at the top, redesigning our corporate governance structure to drive greater accountability and better decision-making, including the recruitment of more Non-Executive Directors (NEDs) to provide external scrutiny. But there's much more to do.

a. We'll build a well-run organisation.

Putting the right resources in the right place, delivering value for money.

We'll develop a new strategic workforce plan for the whole Met.

October 2023

- Through stronger central functions, like HR and Finance, we'll create a long-term plan to help us build a workforce fit for the future – this is especially important considering the recruitment challenges we face.
- The plan will ensure we have the right mix of people, the right number of people, and people with the right skills to meet long-term demand to deliver More Trust, Less Crime and High Standards. This will help us design our future training and development offer.
- We'll use new data and technology to help us do this, so we ensure we've got the right resources on the frontline.

Putting the right resources in the right place, delivering value for money.

We'll deploy our resources and manage workforce pressures to better meet demand.

March 2024

- We've already started this, mapping and planning exactly how many officers and staff, and with what skills, we have to deploy each day – to rebalance our workforce so we're prioritising a strong frontline. This will ensure we better manage absences, major incidents and periods of high demand.
- We'll go further, learning from other organisations to help minimise officer and staff shortages and ensuring resource decisions are informed by new products that align data, intelligence and research with workforce strength analysis.
- We'll also recruit more police staff, freeing up officers so they can focus on the roles only they can perform.

We'll become a more efficient organisation.

April 2025

- We'll run a Met-wide efficiency exercise, harnessing innovation, process automation and other technology to develop new and improved ways of working.
- Where we can, we'll reduce our reliance on overtime.

Investing in our buildings and vehicles.

We'll transform our buildings.

Ongoing

- We'll develop a comprehensive strategy for building working environments that are sustainable and efficient, and support our people, their work, and the delivery of A New Met for London.
- This will include the creation of hubs to process digital evidence, improved evidence and property storage and more capacity to deliver our new leadership training.
- Our buildings will also provide victims of crime with a comfortable and supportive environment.
- Before then, we'll carry out immediate refurbishments in line with our existing plan and provide more personal storage lockers.

Investing in our buildings and vehicles.

We'll transform our fleet so the frontline can respond quickly and effectively.

Ongoing

b. We'll make it easier for our people to do their job.

Last year we established Met Succeed, a commitment that we would listen to the issues our people face and work together to overcome them. Under this banner we're driving improvement across the organisation and have begun to free up more time for our people to get closer to communities.

We've already made progress by:

Giving our people the kit, equipment and support they need

- Issued nearly 30,000 mobile phones so the frontline can communicate more easily and introduced 'smart lockers' so they can access radios and other kit when they need it.
- Provided new sustainable patrol trousers to the frontline, offering better coverage and comfort for a wider and more diverse range of body types.
- Given 1,000 more officers the driving skills they need through more courses and improved roadside vehicle recovery and bike maintenance, meaning our people can provide a better emergency response to the public.
- Created a new Data Hub, empowering all officers and staff with real-time analytics to make data-driven decisions. We've developed MetMaps, a new app that means officers can more easily identify crime hotspots, and MetInsights, which helps identify local crime trends and patterns – so that we can act promptly.
- Introduced PowerApps, making us more efficient, reducing paperwork, and helping us work more smartly.

Improving officer and staff wellbeing

- Launched a trauma support service, which gives BCUs and other frontline-facing units local peer support in the immediate aftermath of an incident.
- Increased the number of officers that we put through psychological screening from 2,000 to 6,000; and introduced 'pre-screening' of officers before they take on a high-risk role.
- Launched an enhanced wellbeing programme offering 10,000 individual health checks and 3,000 health coaching sessions.
- Increased our team of counsellors to reduce average waiting times for counselling services from 22 weeks to 2.5 weeks.

But there's more to do. There are some things under the Met Succeed banner we've committed to elsewhere in A New Met for London that will make it easier for our people to do their job:

- Delivering better outcomes for the public by implementing the Right Care Right Person scheme.
- Improving how we handle evidence and store property to provide a better service to victims.
- Reforming professional standards and vetting processes.
- Introducing a new performance development and promotion process to help our people improve.



Alongside these, **we'll focus on fixing issues in four areas by July 2024:**

Putting in place the innovative technology needed for precise policing.

- Deliver a new data platform for the entire Met that will revolutionise how we collect, store and share information. This will include a central 'data warehouse', which will allow us to bring together our data and get information to officers and staff when they need it.
- The platform will also allow us to automate and share our data with partners and the public, using tools like our new Safe Stats platform. Through an Open Data approach we'll increase transparency and trust, generating community dashboards and infographics about what we do, and why we do it.
- Expand our automation capability to bring greater efficiency to our work and remove mundane, repetitive tasks. We'll create a new data science system to help us understand how artificial intelligence and automation can help us build innovative technological solutions to operational policing problems.
- Make sure people have the right digital skills for their role, improving training so they know how to find and use data effectively. Where more advanced skills are needed, we'll do more to attract, develop and retain data specialists.

Streamlining processes and reducing demand.

- Reduce the time officers spend waiting in custody to safely detain the people they arrest and move interview recordings to a digital system to speed up investigations and improve the victim experience.
- Reduce the time investigators spend analysing CCTV by introducing technology to help identify what is important.
- Implement a new supervisory ratio to provide better supervision for constables and local support for line managers.

Providing better kit and equipment.

- Place more defibrillators in our buildings and provide more bleed kits to our officers so we can protect lives more effectively.
- Ensure our people have high-quality uniform that fits, regardless of the individual, is suitable for London's weather and equips them properly for their work.
- Give officers and PCSOs the best possible body armour, so they are as safe and as comfortable as they can be when carrying out their duties.
- Replace our roadside breath tests (Evidential Screening Devices) to reduce the time it takes us to deal with road traffic offences.

Improving officer and staff wellbeing.

- Build on our localised trauma peer support and psychological screening programmes for officers (and staff where required) to ensure all our people have the appropriate levels of bespoke support to reduce the risk of mental health stress following traumatic exposure.
- Invest in the overall wellbeing of our people by assisting early identification of individual health risks, providing more people access to individual health checks.
- Ensure buildings are fit for purpose irrespective of sex and gender, and support women in the workplace. As well as providing the uniform and equipment they need, we'll make free menstrual products available to all female officers and staff, in every Met location and at public order events. We're also committed to putting in place the best family and carer policies and practices.
- Reduce the pressure on officers and staff by improving how we manage caseloads and growing demand.

C. We'll transform our leadership and learning.

Giving our people the skills they need.

We'll support everyone in developing their career.

July 2023

- We've already implemented a new Learning Management System, giving us the right platform to proactively and effectively manage workforce capability and career development.
- We've introduced a new performance and development approach, meaning all our people will have regular meaningful conversations with their manager, supported by a career development plan with objectives that contribute to our mission. We'll now firmly embed that across the Met.
- We'll also commission an independent assessment to test how the Met provides learning and development against other organisations to identify priority areas for improvement.

We'll reform our promotion processes.

September 2023

- We'll make the way we assess performance and promote people fairer and more transparent and provide better incentives for our people to develop themselves.
 - This reform will be aligned with the College of Policing to improve how we take into account professional experience in how we assess candidates.
 - We'll recognise people who change our culture for the better, changing our promotion and development policies so they align to our expectations around inclusive behaviours.
-

Giving our people the skills they need.

We'll provide better training for our new recruits.

November 2023

- We've already quickly improved our recruit training, shaped by the views of more than 1,600 young-in-service officers to make it more practical, less academic, and more focused on real-life, on-the-job training. We'll continue to increase the time spent on practical roleplay scenarios.
- Each class of recruits will have a dedicated sergeant supervising them from day one to provide a stronger link between their training and their day-to-day work in the community.
- We'll also refresh our induction programme to bring the Met's values of policing by consent to life and create a stronger sense of belonging to the Met, right from the very start.
- We'll continue to roll out new investigative 'peer support' officers to provide more practical, work-based support for detective recruits.
- Alongside this, we'll transform initial training for our new PCSOs and offer better development opportunities to existing PCSOs.



Developing outstanding leaders for the future.

We'll improve leadership training across the Met.

April 2025

- In April 2023, we launched a First Line Leaders programme to improve the leadership skills of all existing and newly promoted sergeants and police staff equivalents (c. 7,500 people). In 2023/24, we'll continue to roll this out, and first line leaders will get at least five dedicated days of training, anchored to the Met's new values and principles.
- We'll launch similar programmes for mid-level and senior leaders by March 2024, so we have lots of great leaders now and in the future.
- This new training will lay the groundwork for our long-term ambition of establishing a new Met Leadership Academy, aligned to the College of Policing national standards and curriculum and reflecting the London context we work in. It'll be underpinned by our values and principles, and will focus on how leaders deliver More Trust, Less Crime and High Standards. All leaders will get at least one week of training in the academy each year.

We'll embed leadership in other HR processes.

Ongoing

- We'll use our improved approach to performance development to identify leadership talent earlier on so we can give them the right support.



Annexes

Annex A: What we need others to do

We're confident the commitments laid out in A New Met for London will make a difference.

The public, however, expect more than what is in this plan – they expect a police service that can treat every crime with the care and attention it deserves and they want dangerous criminals dealt with promptly. They want a justice system that delivers timely and compassionate outcomes for victims of crime. A New Met for London sets out what we can do to change, but if we're to meet the level of ambition and pace that the public deserve and expect, we cannot deliver those reforms solely from within the Met.

Funding – we need a sustainable funding model for national policing

Over the last 10 years the Met has been trying to police more people, with less money, in the most populous and fastest growing city in the UK. In real terms, the Met's budget has shrunk more than any other police service in England and Wales. As Baroness Casey's Review corroborates, this budgetary pressure is compounded by a context where crime is more complex, and more expensive to fight than ever before.

- **For the Met to match its real term funding of 2012 would require an increase in funding of 27%, the equivalent of an additional £878 million investment.** This is equivalent to 9,600 extra Police Constables at full cost.
- Compared to other international cities which play a similar role in their national economies, London is significantly underfunded. New York and Sydney's budgets per head are c. 50% higher than the Met's, at £530 and £550, respectively compared to just £360 in London.
- This is against a context of rising demand and complexity – we receive nearly 500,000 more 999 calls a year than in 2016; each of those on average takes longer. In 2021/22, the Met received and processed more than 6 million requests for service.
- With the increasing complexity of crime, the high expectations of the public and government, and the demands of the criminal justice system, there is an unsustainable and unrealistic divide between the realities of policing a modern global city and the reductions we've seen in per capita funding provided to the Met.

Recruitment and retention – we need to attract and retain talented officers and staff

Like many other forces in England and Wales, the Met is facing acute challenges with recruitment and retention: falling real terms pay, the rising cost of living being felt hardest in the capital city, and the decline in public confidence in policing. Without national action to address this we won't have the numbers of officers we need, at the level of seniority we need them, to effectively police the public.

- We ended 2022-23 with a shortfall of over 1,000 officers (equivalent to 1,089 headcount). We've seen a drop in the application rate for Police Constables – with numbers around 40% of the level required.
- We have an 8% attrition rate – which means we would need to grow the number of applications to the Met by 45% to grow officer numbers.
- The balance of the workforce is also changing – the welcome police officer uplift policy pursued over the last five years has driven growth in appointment of police constables, but the people leaving the Met are more likely to be at a senior grade. This is making the workforce younger, but with less experience.
- **Between 2010 and 2022, real terms pay of officers has reduced by almost 17%.** This has eroded the pay designed to compensate for the unique nature of policing, as well as officers' confidence in the independent pay processes.
- The provisional grant settlement and precept flexibility for 2023/24 has been fixed and within this the government has allowed for an annual pay increase of 2%, whilst inflation is predicted to be significantly above this during 2023. The clear and present risks of an unfunded pay award are cuts to our workforce, delays to recruitment and reduced levels of asset investment.

We need fundamental reform to the criminal justice system

Today, the criminal justice system delivers significantly fewer prosecutions than it did 20 years ago. Over that same period, because of ever more bureaucratic expectations for every case, the cost per prosecution to the public purse has increased dramatically – so we’re delivering less for more. The criminal justice system is overdue significant and wide-ranging reform to make it more effective. This does not diminish the hard work and dedication of colleagues across the criminal justice system who, like police officers and staff, want to do their best for victims.

There’s far more that policing needs to do to improve, and we’re committed to making sure that happens, but we must get this right for victims and communities. The criminal justice system is, like policing, trying to deal with rising demand and complexity, but it cannot be right that we have backlogs in courts leading to some victims waiting years to get justice, nor that more difficult cases are less likely to be prosecuted. We must build an effective system that can deliver the outcomes that victims need and is equipped to deal with modern demands.

We must support people who need mental health support properly – police interventions are not always the support people need

It is estimated that Met officers spend up to 20,000 hours each month responding to mental health concerns and dealing with what should principally be health matters. Recent figures from the NPCC showed that nationally, police officers are spending just under one million hours a year sat with mental health patients in hospitals waiting for assessment. While Met officers and staff are professional, compassionate and highly skilled in many areas, they are not trained to deliver the level of mental health care required by patients in crisis. Individuals suffering mental health issues deserve the right response from the professional trained with the right skills. Right Care, Right Person is an operational model developed by Humberside Police that changes the way the emergency services respond to calls involving concerns about mental health. It’s in the process of being rolled out across the UK as part of ongoing work between police forces, health providers and government.

While this is an important step, we need to address the national challenges we’re facing on mental health as a nation and how frontline services can best work together to make sure people get the care they need.

Reform to Police Regulations

We've called for an urgent reshaping of the legislation and guidance that sets out how police officer misconduct and performance is managed. Unlike other public sector roles, police officers hold a unique status, with the management of performance and conduct set out in Police Regulations. In October 2022 the Commissioner wrote to the Home Secretary setting out the case for change to ensure that policing has the regulatory tools it needs to uphold trust and confidence in policing.

The Home Office Dismissal Review formally launched in January 2023 and we've requested the following changes to legislation:

- Reforming the current disciplinary process to allow Chief Officers to have the final say on dismissal. This could include Chief Officers chairing disciplinary panels, but we do not see this as the only option.
- Changes to the misconduct regime to direct appeals to the High Court and enable the Met Commissioner to lodge appeals or provide the Commissioner with the right of appeal to the Police Appeals Tribunal.
- Consideration of a presumption of disciplinary action against an officer found to have committed a criminal offence whilst serving in the police, including automatic dismissals in cases involving serious criminal convictions (e.g. sexual offences) and convictions related to their role as a public servant, such as misconduct in public office.
- Reform to Regulation 13 to make it the main route for managing performance, attendance and conduct matters for probationary officers.
- Streamlining the performance management process from the current six stages (three main stages and three appeals) to a total of three stages.
- Enabling the Met and other forces to have a clear legal power to reopen closed misconduct investigations where new evidence comes to light or a major change has occurred. This is a power that the IOPC already has.

Annex B: External scrutiny

Baroness Casey Review and HMICFRS Reports

Responding to the formal recommendations

Baroness Casey made 16 formal recommendations in her report. The table below sets out how we’re responding to those and taking forward the action needed to address them.

Recommendation	Summary and page reference
<p>1 The misconduct process is not fit for purpose. A new, independent, multi-disciplinary team of officers and staff should be brought in by the Met to reform how it deals with misconduct cases, with a particular focus on how it handles sexual misconduct, domestic abuse and discrimination.</p>	<p>As at page 42:</p> <p>We agree that the model that had been in place is not fit for purpose, which is why reforms have been underway since the Commissioner took office.</p>
<p>2 The Met should embed and enforce the highest policing ethical values and standards across all of its systems and management, from recruitment and vetting through to supervision and the misconduct process, making sure these are adhered to by all its officers and staff, and that those who breach the standards face the consequences the public would expect.</p>	<p>We’re delivering a stronger Directorate of Professional Standards (DPS), with more resources to improve the way we deal with misconduct. This will be supported by an updated vetting process and policies, and robust disciplinary procedures that are legislatively compliant and ensure high standards are upheld throughout an officer or staff member’s career. That model will include strong independent oversight and assurance of decisions made, and the function is being led by an Assistant Commissioner who has been recruited from outside of the Met. It will also include new end-to-end process as recommended and will embed and enforce the highest possible values and standards.</p>
<p>3 Vetting standards should be changed with immediate effect to guard against those who intend to abuse the powers of a police officer. The Met should introduce new end-to-end processes throughout an officer or staff member’s service – from initial recruitment and vetting through to leaving the force.</p>	

Recommendation	Summary and page reference
4a The Commissioner should introduce immediate changes to address our concerns with the Parliamentary and Diplomatic Protection (PaDP) and Specialist Firearms (MO19) Commands, including: i) effectively disbanding PaDP in its current form, ensuring there is an absolute ‘reset’ with a [...] focus on rooting out unacceptable behaviour.	As at page 46: We accept, and we’re committed to a programme of reform that will transform culture, standards and structures across all our armed commands.
4b Setting new, higher vetting and behaviour standards in its specialist armed teams to identify any conduct issues and to keep out those drawn to these roles for the wrong reasons. In addition, all current officers carrying firearms, including those in MO19 and PaDP, should be thoroughly re-vetted and have this standard applied retrospectively.	
4c Revoking unequivocally and permanently firearms qualifications or ‘blue cards’ where any officer’s values and standards fall short of public expectations.	
4d Installing new, external management to oversee the Specialist Training Centre to immediately address issues with its culture and standards.	

Recommendation	Summary and page reference
<p>5a Providing Chief Constables, the right of appeal to a Police Appeals Tribunal following a misconduct hearing when they conclude the sanction is inadequate.</p>	<p>We agree and are working with the Home Secretary to bring forward legislative reform. We expect proposals to be issued by the Home Secretary imminently.</p>
<p>5b Enabling the Met and other forces with a clear legal power to reopen closed misconduct investigations.</p>	
<p>5c Changing police regulations to ensure that failure to maintain or achieve vetting status is grounds for removal.</p>	
<p>5d Introducing managed severance process to allow officers to exit and ensure that the service has the skills it needs.</p>	
<p>5e Strengthening the pension forfeiture rules so that a criminal offence does not have to only be committed ‘in connection’ with an officer’s service for them to lose their pension.</p>	
<p>6 The Met should radically reform and re-specialise PP teams, [...] new Specialist ‘Soteria’ teams to deal with RASSO. Met should specialise its DA service to create more victim-centred approaches & work more closely & integrated with non-police specialist domestic abuse services. These teams should be reinvigorated and properly resourced.</p>	<p>As at pages 24-25 we’re committed to delivering root and branch reform of our public protection service, with more specialisation and put more resources into tackling perpetrators and supporting victims.</p> <p>By 2025, we’ll exceed national standards and be one of the best forces in England and Wales in this area.</p>

Recommendation	Summary and page reference
<p>7a The Met should create an overarching children’s strategy [...] This should address its approach to children who are suspected of crimes, and its approach to protecting children who are both victims and perpetrators.</p>	<p>As at page 27:</p> <p>We will, by November 2023, bring forward our own strategy to embed the national College of Policing Children’s Strategy in what we do in the Met. As part of this we will review our training on responding to children as victims and perpetrators, to make sure we’re using best practice and addressing disparities, learning from serious case reviews.</p>
<p>7b ii) provide training for all officers who work with children to prevent ‘adultification’, where police officers and others regard children, especially Black children and children from an ethnic minority background. [...]</p>	<p>This is a cross-cutting theme of the whole plan – encompassing our refreshed values and principles [pages 39-40] and our new approach to neighbourhood policing [page 19].</p>
<p>8 The Met should be reformed so that the Peelian principles of policing by consent – securing and maintaining the respect and approval of the public – are its guiding principles.</p>	<p>9 The Met should introduce a new process with Londoners to apologise for past failings and rebuild consent, particularly with communities where this is most at risk.</p>
<p>10 The Met should establish a charter with Londoners on how and when stop and search is used, with an agreed rationale, and provide an annual account of its use [...] Compliance with the charter should be measured independently, including the viewing of Body Worn Video footage. As a minimum, Met officers should be required to give their name, their shoulder number, the grounds for the stop and a receipt confirming the details of the stop.</p>	<p>The Commissioner is on record apologising to the groups and communities and women we’ve let down. This plan repeats that apology. As at pages 20-21, we’re relaunching our approach to engaging communities we’ve let down – the principles of trust, mutual respect, and humility will be at the core of that approach.</p> <p>As at page 44 we’re committed to bringing a stop and search charter forward by October 2023.</p> <p>The charter will help provide a consent-based use of stop and search with the communities most affected by it. It will require Met officers to give their name, their shoulder number, the grounds for the stop, and a receipt confirming the details of the stop. Compliance with the charter will be scrutinised independently.</p>

Recommendation	Summary and page reference
<p>11a The Met should build a frontline policing service for London which is as revered and well-resourced as its central specialist teams, giving Londoners the Safer Neighbourhoods, Public Protection and Response teams they deserve.</p>	<p>As at page 19:</p> <p>BCU Commanders and the dedicated borough superintendent will be more empowered, and we'll put more resources into our neighbourhood teams, BCUs and public protection teams to meet demand. We'll give communities greater say over, and scrutiny of, the use of Met-wide teams like the Territorial Support Group (TSG).</p> <p>Longer term, however, we need to engage with government and the Mayor on how we will meet the rising demand and complexity on policing in light of the disparity between the real terms funding reduction we've received and the long-term growth in demand.</p> <p>We'll develop a strategy for how the Met can meet its long-term demand requirement and engage closely with Government and MOPAC on this work.</p>
<p>11b BCU Commanders in the Met should be empowered to account for, and explain with candour and transparency, the actions that are taken in their Borough, including those of the central, specialist units such as TSG and Violent Crime Taskforce.</p>	<p>As at page 20:</p> <p>Our reforms are designed to empower BCUs and their leaders, ensuring they are more accountable to Londoners.</p> <p>This will include ensuring that BCU Commanders and Borough Superintendents are giving communities a greater say over, and more scrutiny of, use of Met-wide teams like TSG, in their communities.</p>
<p>11c The Met should recognise trauma and desensitisation in its officers as a corporate responsibility and provide trauma training for Public Protection and Response officers as a priority.</p>	<p>As at page 55:</p> <p>We're committed to building on our localised trauma peer support and psychological screening programmes for officers (and staff where required) to ensure all our people have the appropriate levels of bespoke support to reduce the risk of mental health stress following traumatic exposure.</p>

Recommendation	Summary and page reference
<p>12 Londoners’ voices are missing from how London is policed. A new borough-based approach should be put in place, building on the positive introduction of new dedicated Borough Superintendents, to ensure structures allow for greater transparency and challenge, including democratic representatives through local authorities, provide the ability to access high quality data and review case handling, and deliver strong and community engagement.</p>	<p>As at page 19:</p> <p>Our radical reform of neighbourhood policing is specifically designed to deliver increased transparency and community involvement in the decisions made locally – at borough and ward level. Further to this, as at page 34 through our reformed tasking processes, we’ll make sure the whole Met – including its specialist resources – prioritise the most important local issues.</p>
<p>13 The Cmsr and Dep, should bring in new specialist expertise from outside the Met in permanent – rather than advisory – roles. This should be used to overhaul the management of the organisation, and lead on work including reforming the culture of the Met and the creation of a workforce plan.</p>	<p>As at page 50, we’ll develop a new strategic workforce plan, to help ensure we have the resources to match the demand we face, and better understand the equipment and training needs of our people. This will include continuing to recruit individuals from outside the Met to support us.</p> <p>We’ve reformed how the Met uses NEDs and have brought new NEDs into the Met to provide external challenges.</p> <p>We’ve created Board-level positions for staff alongside officers to make sure the key professions are represented.</p> <p>We already have a policy of ‘external by default’ recruitment for all roles at Chief Officer and above. We’re extending this policy to all equivalent civilian grades (where there is no legal requirement that prohibits this).</p>

Recommendation	Summary and page reference
14a A new, quarterly Policing Board for London – chaired by the Mayor of London should be created.	We strongly support the recent announcement of the Board by the Mayor of London.
14b The Commissioner should continue to chair the new Met Management Board.	In line with the Police Reform and Social Responsibility Act 2011, as corporation sole, the Commissioner will continue to meet his responsibilities to chair the Metropolitan Police Management Board and hold responsibility for the leadership, strategic direction and operational policing of the Met.
15 The Met and the Mayor of London should commission independent progress reviews after two years, and again after five years, so that Londoners can have trust and confidence that reform is taking place.	We stand ready to agree the arrangements for such a review with the Mayor of London.
16a The key measures used to test whether these reforms are taking place and delivering reforms at the scale and pace necessary should include: Improvements in public trust, confidence and fairness amongst Londoners, and a narrowing of the gaps in these measures between Black, ethnic minority and LGBTQ+ Londoners and all Londoners.	As at pages 12-15 these measures form a key part of our metrics to measure the success of A New Met for London and are part of the Met’s performance framework.
16b Increases in the proportion of misconduct cases where action is taken.	
16c Reductions in racial disparity in misconduct cases.	
16d Improvements in the charge rates for reported crimes and, in particular, VAWG crimes.	
16e Increases in the number of adult rape cases reaching court in line with Operation Soteria ambitions.	

Recommendation	Summary and page reference
16f Improvements in response rates and times.	
16g A narrowing in the gap between the diversity of the Met’s workforce, incl. officers and senior officers.	

HMICFRS Recommendations

As part of our ongoing work with HMICFRS, we’re working closely with them on a range of key recommendations and issues. In drafting this plan, we’ve paid close attention to the primary concerns of the inspectorate insofar as they relate to the Met’s Engage status. Whilst the plan does not form the authoritative response to the range of specific and detailed recommendations we’ve received, it does represent our strategy to address the underlying drivers and causes of the areas where HMICFRS have identified a cause of concern. The table below summarises where the plan specifically engages with these causes of concern. This work has been assured by a thorough, external root cause analysis to ensure we’re addressing the causes of issues, not just symptoms.

An inspection of the Metropolitan Police Service’s counter-corruption arrangements and other matters related to the Daniel Morgan Independent Panel

Cause of concern	Summary and page reference
The MPS’s arrangements for managing exhibits and other property are a cause of concern.	As at page 32, we’re bringing forward a comprehensive programme of work to improve our arrangements for managing exhibits and property stores. This includes significant expansion of the capacity across our buildings to store such items.
The MPS’s lack of any concerted effort to establish relationships between the directorate of professional standards and organisations supporting vulnerable people is a cause of concern.	As at page 42, we’re engaging closely with organisations supporting vulnerable people as part of our redesign of the operating model for the DPS.

Cause of concern

Summary and page reference

The MPS's lack of proactive work to gather counter-corruption intelligence is a cause of concern.

As at page 42, our reform of the DPS has already delivered significant progress.

Operation Assure: we've launched a new process for reviewing vetting of serving officers where there have been identified concerns regarding their behaviour. 100 cases have been referred into this process. This is a more labour-intensive and slower process than anyone would expect and reinforces the need for a tougher regulatory framework and additional powers to remove officers.

Operation Dragnet: every member of the Met has been re-checked against the Police National Computer and we found 161 individuals with convictions. Almost half were traffic-related and 112 were convicted before they worked for the Met. We're reviewing each case and taking further actions as necessary.

Operation Trawl: we've checked every member of the Met against the Police National Database of intelligence and reviewed more than 30,000 potential data matches (two thirds of the total). 141 cases of potential misconduct were identified and are being investigated. The operation will be completed in September 2023.

Operation Onyx: by April 2023, we had reviewed 1,131 officers and staff who had allegations of sexual offending or domestic violence made against them in the last 10 years, and where the case was concluded. 246 were subject to no further action, 689 subject to a new assessment of the original allegation to actively pursue possible new or missed lines of enquiry, and 196 referred into formal risk management and potentially a review of their vetting. Since then we've widened the search parameters and an additional 483 officers and staff will be subject to the same comprehensive research. All cases are considered by an independent oversight panel, involving Violence Against Women and Girls experts. The operation is expected to last until summer 2024.

Cause of concern

Summary and page reference

The MPS's lack of monitoring and oversight of declarable associations, business interests and gifts and hospitality is a cause of concern.

As part of the DPS reforms set out at **page 42**, we've taken forward specific programmes of work to address this.

Our work to address recommendations made around gifts and hospitality, declarable associations and business interests is now complete.

We expect Operation Trawl to be complete by the end of summer.

The current professional standards operating model within the MPS is a cause of concern.

As at page 42, the operating model is being radically reformed to address these concerns.

PEEL 2021/22 - An inspection of the Metropolitan Police

Cause of concern

Summary and page ref.

The force needs to improve how it answers calls for service and how it identifies vulnerability at the first point of contact.

As at pages 27-28, we'll meet national targets by increasing the size of MetCC, providing additional training and using new technology.

Annex C: Delivery plan 2023

Over the next year, you'll see some key changes.

July - August

- All senior leaders across the Met will be held to account for how they listen to, collaborate with, and deliver for communities to ensure Londoners get what they need.
- Our zero tolerance approach to discrimination takes full effect.
- Launch of a new process to systematically review selected body worn camera footage across London, to identify and address discriminatory practices.
- Embed our new performance and development approach across the Met, and commission an independent assessment to test how the Met provides learning and development against other organisations.
- Step up our programme of reform that will transform culture, standards and structures across all of our armed commands.

September - October

- Our first new PCSOs will be trained and on the streets providing greater support in the areas where they will have the greatest impact.
- Place at least two Dedicated Ward Officers and one PCSO in every ward, with more in areas of higher crime.
- Establish a challenge panel to oversee further reform of our Professionalism command and hold us to account for reducing discrimination in our misconduct processes.
- Communities will have had the opportunity to tell us what they want from the police and agreed a set of local priorities for each ward.

- **Reset our approach to public protection: putting an extra 500 people into specialist teams and developing a new operating model – helping us to target the most prolific perpetrators of violence against women and girls.**

- **Create larger and more agile proactive policing units in each BCU to respond quickly to intelligence and local priorities.**

- **Implementing Right Care, Right Person, ensuring the public is directed to the right health-based response where no crime is involved and there’s no immediate risk to life.**

- **Launch a new, dedicated team to deliver culture change across the Met.**

- **Working with communities to launch the first draft of Stop and Search Charter, ensuring powers are used fairly, proportionately and precisely.**

- **Accelerating the implementation of the London Race Action Plan which sets out the ambition to build an anti-racist police service.**

- **Begin to implement our new serious and organised crime strategy, including starting to grow our specialist capabilities for tackling online crime.**

- **Create a Victim Focus Desk to provide victims with support and advice and launch the ‘My Met Service’ pilot, a Victim Voice Forum pilot and regular Victim Voice Surveys to give victims more opportunities to provide feedback.**

November - December

- Working with the College of Policing to implement national Children's and Young Peoples strategies in the Met.

- Taking action against things that matter by refreshing the Violence Against Women and Girls (VAWG) action plan based on feedback from women and girls.

- Build a team with the tools to receive video, images and data from the public in real time, so we can deploy quickly to urgent issues and target our local response.

- Create Met-wide champions for challenging inappropriate behaviour, and introduce the Bystander/Guardian programme.

- Recruits will have a dedicated sergeant supervising them from day one. Refresh our induction programme to bring the Met's values of policing by consent to life.

Annex C: Delivery plan 2024

January - February

- Test new ways to engage, such as citizen-led community meetings, online polling, and community engagement teams to strengthen local confidence in how we police London.
- Answer calls from the public more quickly and provide better care, including making full use of our 101 switchboard to support more callers.
- Supporting victims during investigations by implementing an enhanced Victim Focus Desk and multi agency Victim Care Hub to signpost support, provide advice and a consistent all round service.
- Create a framework to hold police leaders to account for the cultural health of their area of responsibility.

March - May

- More training for our frontline to help them spot the signs of serious and organised crime in communities.
- Recruit more civilians, freeing up officers so they can focus on the roles only they can perform.
- Implement a joint improvement plan with the Crown Prosecution Service to ensure the wider criminal justice system is set up to secure positive outcomes for victims.
- Replace out-of-date case management systems to further improve case file quality and consistency and achieve more positive outcomes for the public.

June - July

- Establish policing and partnership boards in each borough, bringing the public and community leaders together with police to make sure we're delivering what they need.

- We'll have recruited more PCSOs for London, with 500 funded so far.

- Made it easier for our people to do their job, by fixing issues in four areas: putting in place innovative technology, streamlining process and reducing demand, providing better kit and equipment and improving officer and staff wellbeing.

Annex D: Costing the plan

The cost of delivering A New Met for London is significant. The government has increased funding for officers and the Mayor of London has also committed to an increase in funding. It’s clear that, given longer-term cuts and operational challenges, the overall cost will be greater than available funding.

Based on what we know now, we estimate the initial, indicative cost of delivering A New Met for London will be approximately £366m through 2023/24 and 2024/25, as outlined in the table below. This is inclusive of an additional £52.3m a year, which the Mayor of London has made available through an increase in the precept and additional business rates. While much of this plan can be delivered at relatively low additional cost, there are important elements (for example, the delivery of 1,600 PCSOs) that will require significant additional expenditure. We’ll endeavour to fund as much of the shortfall as possible through reprioritising existing budgets and generating efficiencies where we can.

Estimated known costs of A New Met for London for 2023/24 and 2024/25

	2023/24	2024/25	Total
	£m		
Community crime-fighting	68	95	163
Culture change	36	46	82
Fixing our foundations	51	70	121
Total	155	211	366

There will be further, additional costs associated with implementing significant programmes of reform, which are currently unfunded and excluded from the table above. These include:

- The costs associated with fundamental reform of our public protection service and of our armed commands.
- Our longer-term estates strategy, expanding on our immediate plan to refurbish existing buildings, which could be as much as £1 billion.
- The implications of our new strategic workforce plan for the size and mix of our workforce, taking into account what's needed to meet future demand and expectations.
- Immediate measures to increase civilianisation and increase the number of officers deployed into operational roles.
- The full costs associated with leadership reform.
- The costs of future data and technology innovation. As the scale and nature of crime in London continue to change, we'll need to review our data and technology approach, which will also drive additional costs.

The benchmarking data set out in Annex A, as well as the need to deliver on the ambitions for policing set by Baroness Casey and others, mean these funding requirements will need serious consideration. We'll undertake work, including with MOPAC and the Home Office, to understand the exact financial requirements that will be generated in these areas and develop a detailed financial model for the longer term, beyond 2025.

AND SURREY TO BRISTOL, WILTSHIRE, DEVON AND DEVONPORT
CAMDETT, EPTON, HENLEY, HENLEY, HENLEY, WANDSWORTH, HENLEY
HASTINGS, HASTINGS AND DAGENHAM, BARNET, BEXLEY, BRENT, BROMLEY
CROYDON, EALING, ENFIELD, HARINGEY, HARROW, HAVERING, HILLINGDON
HOUSLOW, ROYAL BOROUGH OF KINGSTON UPON THAMES, MERTON
NEWHAM, REDBRIDGE, RICHMOND UPON THAMES, SUTTON, WALTHAM FOREST
CAMDEN, ROYAL BOROUGH OF GREENWICH, HACKNEY, HAMMERSMITH AND
FULHAM, ISLINGTON, ROYAL BOROUGH OF KENSINGTON AND CHELSEA
LAMBETH, LEWISHAM, SOUTHWARK, TOWER HAMLETS, WANDSWORTH, CITY OF
WESTMINSTER, BARKING AND DAGENHAM, BARNET, BEXLEY, BRENT, BROMLEY
CROYDON, EALING, ENFIELD, HARINGEY, HARROW, HAVERING, HILLINGDON
HOUSLOW, ROYAL BOROUGH OF KINGSTON UPON THAMES, MERTON