

TURNAROUND PLAN

2023-2025

Introduction

We have a clear mission for policing London.

We will deliver:



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

Confidence in the Met has been falling. A turnaround will require precise, community crime-fighting. We have to tackle standard issues head on. We have been too weak in countering racism, misogyny, homophobia and ableism. We have let down those we’re here to protect – particularly London’s Black communities, women and girls and the LGBTQ+ community. I am determined to win back Londoner’s trust. We cannot achieve the profound reforms needed without the ongoing support of wider policing, politicians, partner organisations and, most of all, our communities”.

Delivering the Mission

MORE TRUST

The Met must restore the public's trust and confidence. We know that the appalling actions of some officers have had a significant impact on trust. To earn that trust back, the Met must demonstrate effectiveness in our service to victims; in neighbourhood problem solving; in crime prevention; and in the way we investigate crime. And it must do so in a fair and responsive way. Ultimately, communities must have a greater say in determining their policing needs.

LESS CRIME

We will deliver Less Crime through a combination of activities, including proactively preventing crime, investigating crimes, protecting vulnerable people and places, targeting high volume and high harm offenders, local problem solving, and more. Delivering Less Crime increasingly means working to prevent and deter crime online and in private spaces, like the home. The Met will also place renewed emphasis on core policing activities to deliver precise community crime-fighting.

HIGH STANDARDS

The Met must ensure that we behave with integrity and treat communities and our own people fairly and with respect. The public expect us to police London in a way that embodies our values, putting the public first. We must be more effective at getting rid of those who engage in criminality, abuse power or corrupt our integrity. We will review our culture and professional standards model, so that we meet the expectations of London's communities. We are clear that we will be anti-racist and we will invest in diversity.



Our Nine Turnaround Priorities

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1. We will have the strongest ever neighbourhood policing.

2. We will strengthen our work in public protection and safeguarding.

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

4. We will take a proactive approach to reducing crime.

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

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

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

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

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



1. Neighbourhood Policing

- Strengthen neighbourhood teams to better understand local problems and more closely engage within communities.
- Involvement of London's communities and our partners in decisions.
- Implement a new neighbourhood model in the context of the new ward boundaries.
- Uplift local police officers supported by additional PCSOs with enhanced powers focusing on reducing local crime, local problems solving and earning trust and confidence within local communities.
- Invest in Strategic Partnerships with London boroughs, communities and Community Safety Partnerships.
- Increase and make the best use of volunteers.

OUTCOMES:

London's largest ever neighbourhood police presence with more local officers and PCSOs recruited and trained

Better, more visible relationships with communities who tell us that our partnerships are solving problems that matter



2. Public Protection

- Strengthen work in Public Protection, invest in teams and achieve national best practice standards. PP includes child protection, violence against women and girls, sexual violence, domestic abuse, stalking/harassment, missing people and mental health.
- Continue to transform and strengthen our response to the victims of rape and serious sexual violence aligned with best practice.
- Work with partners and communities to better protect children through improved multi-agency safeguarding.
- Make better use of data and technology to target perpetrators and protect victims.
- Use data to identify the most dangerous and predatory men in London and target them to protect women and girls.

OUTCOMES

Reduction in repeat victims and more targeting of highest harm perpetrators

Increase positive criminal justice outcomes for Public Protection cases

Increase the amount and quality of Public Protection training all officers receive – such as ‘what to look out for’ training



3. Service to Victims

- The Met must consistently provide best victim care and the best possible outcomes.
- Quickly increase call-handling capacity and response through the Met Command and Control Improvement Programme.
- Ensure attendance at every home burglary is reported.
- Trail victim 'contact contracting' to ensure victims informed in a way that works for them.
- Develop approach to victim care and uphold Victims' code of practice
- Share information better to support victims by providing officers with QR codes that directly link to victim leaflets.
- Work with MOPAC and partners to deliver an 'end-to-end' victim service and develop a new approach to victim care.

OUTCOMES

Increased victim satisfaction

Sustainably achieve national 999 and 101 call handling targets

More positive investigation outcomes



4. Reducing Crime

- One of the primary purposes of policing is to prevent crime and a proven method is through a proactive policing style.
- Precision crime fighting will target offenders who cause the greatest harm.
- Set out a programme to improve our capability and capacity for uniform proactive capabilities and reassess Serious and Organised Crime (SOC) capabilities to better tackle evolving threat and prevent harm.
- Conduct a Strategic Intelligent Assessment and implement a new control strategy for SOC
- Co-ordinate operational surges to direct policing to where it is most needed.

OUTCOMES

Reduction in repeat victims across all crime types

New capabilities that reduce online crime and fraud

More pro-active, preventative interventions to reduce high-risk, high-harm crimes

With partners, increase the proactive management of known, high-risk offenders

Increase in our disruption activity against known Organised Crime Groups



5. Raise Standards

- Put in place revised Race Action Plan, Disability Action Plan and Diversity/Inclusion Plan.
- Establish a new Anti-Corruption and Abuse Command with a wider and more proactive remit with more resource and accountability.
- Transform our Professional Standards operating model.
- Share information better to support victims by providing officers with QR codes that directly link to victim leaflets.
- Work with MOPAC and partners to deliver an ‘end-to-end’ victim service

OUTCOMES

A more diverse Met recruiting people with the right values which reflect London’s communities

A culture that demonstrably values diversity, facilitating high performance and empowering people to challenge and report bad behaviour

Reduced average time taken to reach an outcome for reported breaches of professional standards



6. Frontline

- Continue to systemically address the many areas our people have told us hold them back.
- Officers and staff have the right technology to undertake their roles with a new mobile platform with decision support applications.
- Manage our digital evidence with new tools
- Maximise the value of our Body Worn Video technology bringing transparency to everything we do.
- Roll out a new Trauma Peer Support Programme across all front line policing commands.
- Assess our Estates Strategy against our new numbers and community need.

OUTCOMES

All frontline officers have access to new tools and technologies

More successful investigations and higher case file quality (resulting in more positive criminal justice outcomes)

Increased welfare of frontline officers and staff



7. Modernising Learning

- Establish a Met Leadership Academy to deliver essential training for all staff and officers
- Deliver a number of data capability uplift projects to give leaders the data and feedback they need to lead their teams.
- Improve our Promotions Framework to improve fairness and promotion of the right behaviours.
- Rebalance sergeant and inspector supervision ratios to enable more effective leadership.
- We will improve the training for our newest officers and make sure that training is grounded in the reality of everyday policing.

OUTCOMES

Better trained and well-equipped leaders

More quality leadership training that officers and staff receive at all levels

More effective training for new officers

Rebalanced supervision ratios to free up time for more active coaching and development within teams



8. Data Driven

- Enable data driven decisions and precise crime fighting.
- A new data task force and data platform to provide insight and optimise new technologies.
- Put data and technology at the heart of measuring public sentiment, understanding what matters, what works and how to engage with communities so they have more say in determining their policing needs.
- Design and implement a new data operating model with new capability to ensure that data, insight and tasking are brought together to ensure optimum use of resources.
- Real time community data collection to redefine community engagement, and collect sentiment data. Delivering precisely targeted local community intervention.

OUTCOMES

More precise understanding of what works to tackle, solve and prevent crime in communities

Improved performance of staff and officers, driven by the collection and analysis of data

More relevant insight

Greater ability to identify corruption and misconduct in the Met, building trust in our work



9. Innovate

- Establish an efficiency programme to ensure the most effective use of resources.
- Adopt and embed priority-based budgeting to sustain savings and ensure continuous improvement.
- More effective workforce planning and a streamlined, efficient on-boarding process.
- Roll-out new and existing technologies to streamline processes and release capacity across the Met.
- Update the Met's approach to demand management and workforce planning.

OUTCOMES

A more efficient Met Police

Increased resources available for reinvestment and redeployment to better match threat, risk and harm

Next Steps...

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

The plan is not theoretical, it is practical. Londoners should feel the difference as it is delivered.

Throughout the engagement process with the public, communities, and our partners we will identify what matters most to London.

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Have your say through our online public survey and read a full copy of the draft Turnaround Plan at

www.met.police.uk/turnaround-plan

Thank you.

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