

Rebuilding Trust

- Update on progress

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Foreword from the Commissioner

Our vision is to be the most trusted police service in the world, focusing on what matters most to Londoners and keeping London safe for everyone. We are resolute in taking whatever action is needed to ensure we can meet this vision. Our Rebuilding Trust plan – [published](#) in early October 2021 – outlined the Met’s immediate priorities to raise standards and improve our culture. As I said in October, I know a precious bond has been broken with many people and I am committed to rebuilding the trust and confidence of all Londoners. I am heartened by the way in which our people, our communities and our partners alike have responded so far.

This plan updates progress on those twelve immediate priorities. In addition we are collectively committing to a small number of further priorities which we believe will make a significant impact – agreed with input from across the Met.

We are reaching out and engaging with our communities and partners to ensure that this vital piece of work continues to be shaped by what our communities tell us is important. We are listening, especially on the important issues around violence against women and girls. We launched our violence against women and girls action plan with an open public survey allowing anyone to influence our next steps. We have reached out to our Independent Advisory Groups updating them on our initial steps and seeking their views on where we need to go further. We have also asked our BCU Commanders and their local leadership teams to update the many local forums that the Met regularly attends and seek feedback from these forums. We are grateful for the strong engagement we have had so far from many groups and forums.

We have taken immediate steps and made progress, detailed within this update, to provide immediate and vital reassurance to Londoners. However we fully recognise the scale of the challenge and levels of public concern – and welcome external scrutiny.

Baroness Casey of Blackstock will begin her independent review of our standards and culture early in January 2022. The terms of reference for this important review are available on our [website](#). Baroness Casey’s review will, among other things, cover the standards of behaviours we expect and how we ensure they are met consistently by all Met officers and staff. We are committed to ensuring Baroness Casey’s review is bold and far reaching, bringing challenge and insight, and providing recommendations as to how we can deliver an even better Met. In addition, on the 23rd November 2021, the Home Secretary announced that Dame Elish Angiolini will lead the inquiry announced in early October. We welcome this inquiry and are fully committed to supporting Dame Elish’s important work.

We will continue to update our progress on these priorities – through our Business Plan updates published quarterly on our [website](#), as well as through the range of existing forums for engaging with the public, work with our stakeholders and partners, and with our teams internally.

Raising standards

The Met has huge numbers of hardworking, professional and ethical officers, staff and volunteers and yet we acknowledge the actions of some are of serious concern and fall far below our standards. Our focus remains resolute to ensure we uphold the highest professional and personal standards for all involved in policing – delivering our ultimate vision to be the most trusted police service in the world.

Update on progress

We have begun the **urgent review of all current investigations into allegations of sexual misconduct and domestic abuse** against our officers and staff to make certain that those who made the allegations are being properly supported and the investigations are comprehensive. This also encompasses a **dip sample of cases from the last 10 years** where sexual misconduct and domestic abuse allegations have been made and those accused remain in the Met, to ensure that appropriate management measures (including vetting reviews) have been taken. Both are occurring concurrently and include a thorough review of the vetting history of those under investigation to reassure the public and ourselves that our internal processes are the best they can be. As of November 2021, a third of these reviews have been completed and progress so far indicates that this is on-track for scheduled completion by end January 2022, alongside an insight report to capture any identified organisational learning.

The **root and branch review of the Parliamentary and Diplomatic Protection Command** is underway with an initial focus on culture and professional standards. It is proposed that emerging themes will be identified by January 2022, which will feed into a final report including an action plan by mid-2022. The review will examine the operating model; leadership and supervision; professional standards; vetting; recruitment and representation, and culture. Former Chief Constable of West Yorkshire Police, Dee Collins QPM, has agreed to co-chair with Assistant Commissioner Specialist Operations, Matt Jukes, the oversight group for the review, bringing an external perspective and challenge to the review, along with a small number of other key partners.

Plans have been put in place to **increase the number of investigators within our dedicated unit investigating police misconduct (Professional Standards department)** to strengthen our proactive capability and to seek to prevent instances of our people abusing their positions of trust. To deliver this priority, Management Board supported an immediate investment of over 50 officers and staff to support these reviews and furthermore committed to the creation of a permanent team to specifically focus on cases related to sexual misconduct, sexual offences and domestic abuse. The aspiration is for the unit to be operational in early 2022.

We will **respond quickly to the findings or recommendations from the review work being undertaken by HMICFRS on vetting and other matters**, and it is anticipated these findings will be published in early 2022 following their anti-corruption inspection. Our current vetting measures are compliant with the College of Policing's Authorised Professional Practice (APP) - which covers a number of areas including the level of national accredited training vetting officers receive. Even so, in our view, a national review of vetting standards, policy and practice is a high priority because of the levels of public concern about

vetting. That review should include ensuring the standards set in the APP are sufficient in a modern context.

Leaders and managers have reinforced the standards that must be upheld across the Met to officers and staff through an organisational-wide cascade. These management briefings clearly set out the expectations for officers and staff members with regards to: absolute adherence to professional boundaries; appropriate social messaging; and actively intervening and challenging. Responses have been received from every Management Board member confirming that this cascade has been completed.

We continue to expedite the rollout of a wholesale programme to update all officer warrant cards and staff passes, improving security and providing reassurance of officer identity.

Further priorities

Detailed action

We will review the effectiveness of the recently implemented Safe Connection initiative, enabling lone women to speak to a supervisor in the local operations rooms, via a video link, in order to confirm identify of lone plain clothed officers.

Action lead – Deputy Assistant Commissioner Frontline Policing

Delivery Date – Q4 2021/22

We will explore new ways to assess candidates during initial police officer recruitment – to understand whether it is possible to fairly identify those who are more likely to compromise on our standards and values.

Action lead – Director of Human Resources

Delivery date on feasibility by end Q1 2022/23

We will review 40% of cases where officers have been dismissed in the last year for poor behaviour and assess whether there is any learning that would have enabled us to prevent the poor behaviour or where necessary progress the case more quickly, and seek to implement improvements. This will reinforce the work of the London Policing Ethics Panel published in February 2021.

Action lead – Assistant Commissioner Professionalism

Delivery Date – Q4 2021/22

We will identify new and strengthened ways to address key community concerns through our external communication, listening, engaging and explaining. By March we will update Management Board regarding how we will deliver this through improved channels, community events and communication products.

Action lead – Director of Communication

Delivery date – Q4 2021/22

Improving our culture

The Met continue to push ahead with a number of important changes to foster a supportive culture and we firmly believe trust starts within the organisation and then translates to our work in the communities of London. The way we treat each other in the Met will mirror the way we act externally. Despite this, we are aware that there are people in our organisation who do not feel they belong as much as others, and those who feel they cannot challenge inappropriate behaviours. Despite significant progress over the last five years, there is more to do to deliver the consistent culture we want to see.

Our wider [Strategy for Inclusion, Diversity & Engagement 2021-25](#) also sets out a range of ambitious actions for the Met.

Update on progress

We will **deliver Operation Signa - an internal programme to ensure our people actively intervene and challenge inappropriate behaviours** built on the feedback of women in the Met. This operation, which is due to be launched Met-wide in December 2021, includes activities ranging from launching an improved sexual harassment policy, tool-kits for leaders to assist them in identifying inappropriate behaviour and how to deal with it, as well as creating and delivering a training package that will help to create a supportive environment for women to report inappropriate behaviour and strategies for intervention.

We have delivered **the next phase of our leadership programme ('Leading for London')**, which focused on the skills needed to excel in inclusive leadership. The inclusive leadership campaign targeted all leaders (sergeant/band D up to and including commanders and directors), and has already reached c.70% of our leaders. The next stage of our leadership campaign, focused on creating high performing and inclusive senior leadership teams, is now being delivered and will stretch over the next twelve months.

In order to **actively address any differential outcomes we see in Staff Survey returns**, the results of the annual staff engagement survey were published internally in November 2021 and will be shared externally before the end of December 2021. A full insight report, at a Met level examining trends in the experience of our workforce and how that may vary by demographic, has been reviewed in detail by Management Board. We are now finalising a series of Board-led commitments to drive action to improve the experience of working in the Met for all our people. All leaders across the Met are now expected to discuss the results with their staff to seek further ideas for improvement, and to commit to local action plans in response. In May 2022, a shorter more focused survey will be carried out – a six month check in – to assess changes in our engagement index and seek to gather insight on Met priorities at that point in time.

We will **continue to invest in leadership development for women and underrepresented groups**, by delivering two targeted career development programmes: "Inspiring Leadership" for Black constables and "Lead On" for women and/or Black, Asian and Multiple Ethnic Heritage colleagues at sergeant, Inspector and staff equivalent level. Building diversity at these ranks is important as they are recognised

as critical leadership roles. These ranks are key to developing trust both internally and externally as they set the tone for their officers and staff and how they interact with our communities and partners.

We strive for even greater inclusivity which includes the work being led by the Deputy Commissioner's Delivery Group and our Staff Support Associations, amongst others. We are creating more opportunities for flexible working arrangements and already have in place a number of mechanisms including Project Balance, MetBaby and MetFamilies to support this but we aspire to go further. Learning from our commitment to Blended Working, the flexible working policy will continue to be used to improve our policy and practice throughout 2022/23. In addition, our Inclusion Taskforce is using qualitative and quantitative data to better understand the drivers for why our staff choose to stay or leave the organisation, in order that we can target changes to our policies and practices accordingly.

Further priorities

Detailed action

We will **strengthen our existing Met Values (integrity, professionalism, courage and compassion)** to reinforce **respect, ensuring** continued alignment with the College of Policing's Code of Ethics. Together our values and the Code of Ethics underpin our recruitment, development and leadership selection processes – helping our people to live by these values.

Action lead – Director of Human Resources

Delivery Date – Q1 2022/23

We will **investigate the use of information technology** to help us better prevent misconduct by focusing on interventions.

Action lead – Chief Digital and Technology Officer

Delivery Date – Q4 2021/22

We will **strengthen the support we provide to any person who uses our 'raising concerns' approach** to ensure we build confidence for reporting, create the right channels and support our people.

Action lead – Assistant Commissioner Professionalism

Delivery Date – Q4 2021/22

We will **create a risk assessment process and develop a training package** that together help supervisors understand the risk factors that may lead an officer or member of staff to be more likely to commit misconduct, and how they may be able to intervene. This will be based on work undertaken by the London Policing Ethics Panel published in February 2021.

Action lead – Assistant Commissioner Professionalism

Delivery Date – Q1 2022/23

Doing our job well – protecting women and girls

In November 2021, we published an [action plan for tackling violence against women and girls](#) – which brings together all of our work to: protect women and girls in public spaces, at home and online; work with our partners and with women to improve prevention and victim care; bring offenders to justice and improve criminal justice outcomes for victims; and improve the Met culture and professional standards.

Tackling violence against all women and girls is an integral part of our wider work, with partners, to keep all of London safe. The Met will continue to invest considerable resources focussed on addressing violence against women and girls, but we must do more – ensuring the importance of victim care, and placing victims at the heart of all activity we undertake.

Update on progress

Our key objectives in the published action plan for tackling violence against women and girls are:

- increase the number of perpetrators brought to justice for violence against women and girls;
- improve processes and victim care across the criminal justice system to reduce the number of cases failing;
- reduce repeat victimisation of women and girls;
- increase women's confidence in the police so as to improve the reporting of crimes which disproportionately affect women and girls within London;
- see an increase in reporting to police, but a decrease in women being abused, i.e. the proportion of women experiencing these crimes in each year (measured through reporting in the Crime Survey in England and Wales); and
- intensify work to tackle sexual misconduct and domestic violence by officers and staff; improve the confidence of people to tell us about sexual misconduct and domestic abuse committed by officers and staff; improve our support to victims and our investigations; and reach outcomes that are understood and build confidence.

As part of the [published action plan](#) – we **have been listening to communities and partners on how best we can help keep women and girls safe** and provide feedback on our outlined activities. We are hosting discussions with partners over the coming months and in addition, each Basic Command Unit is putting in place plans to engage with their local communities on the plan. We are also talking to charities and violence against women and girls campaigner groups about how we can make London both be and feel safer for women and girls.

In March 2021 it was announced that the Met will be the first police service in the UK to pilot a **GPS tagging system for high-risk domestic abusers**. Through partnership working with the Probation Service we can monitor perpetrators of domestic abuse more effectively on their release from prison and improve the safety of victims.

In October and November 2021, we ran our annual **Autumn Nights operation which delivered enhanced police activity**. The focus was public space violence across London with additional activity targeting offences relating to violence against women and girls, along with offenders who were 'wanted' for such

offences. This activity resulted in over 550 arrests and over 770 hot-spot patrols in high harm areas where sexual and violence offending is prevalent in order to prevent/detect crime and to reassure the local communities. These efforts will continue with the Winter Nights operation throughout the Christmas and New Year period, with a focus on the night-time economy.