

MPS Future Recruit Training Operating Model**MOPAC Investment Advisory & Monitoring (IAM) meeting - 13 January 2025****Report by Alex Walsh, MPS Director L&D on behalf of Clare Davies, MPS Chief People & Resources Officer****Part 1: This section of the report will be published by MOPAC. It is classified as OFFICIAL - PUBLIC****EXECUTIVE SUMMARY**

Since introducing the national Police Education Qualification Framework (PEQF) set by the College of Policing, the MPS has outsourced a number of aspects of its recruit training delivery. This outsourced contract has a formal break point in January 2026. Alongside, the recent introduction of new national Entry Programmes that no longer mandate Level 6 (degree level) external academic accreditation has fundamentally changed the recruit training landscape. This opens up more choice in terms of the MPS's future recruit training model.

With approval from the MPS Executive Committee, a number of changes to the Met's recruit training approach were implemented from May 2024. In practical terms, this equated to a partial insource of services previously run externally. This has delivered notable improvements in terms of the operational focus of training, the recruit experience and financial value for the MPS.

The current paper proposes that we build on these changes to (1) fully insource all non-academically accredited recruit training back into the Met and (2) enter into a direct relationship with a Higher Education Institute for the delivery of the one externally accredited training route that the Met is unable to deliver in house - the Police Constable Degree Apprenticeship (PCDA).

This paper specifically requests MOPAC approval to enter into a new commercial relationship for PCDA delivery.

Recommendations

The Deputy Mayor for Policing and Crime, via the IAM, is asked to:

- 1. Agree the procurement of a new commercial arrangement for PCDA training delivery from January 2026 (recognising delivery of this route necessitates partnering with an organisation with academic awarding status).**
- 2. Delegate authority for contract award to the MPS Director of Commercial Services.**

Non-confidential facts and advice to the Deputy Mayor for Policing and Crime

Background & Issues For Consideration

1. A New Met for London (NMfL) is a cultural reform plan. Successful delivery of a New Met for London has notable dependencies on the capability of our workforce. As such, it makes a number of commitments in relation to giving our officers and staff the training and development needed to equip them with the capabilities to deliver. How we select and train new police officer recruits is fundamental to this.
2. At the MPS Executive Committee in January 2024, Management Board approved a number of changes to the Met's recruit training model linked to the introduction of the new national Police Constable (PC) and Detective Constable (DC) Entry Programmes and the national closure of the long standing Initial Police Learning & Development Programme. These changes were shaped by engagement with 1600+ young in service officers as part of an Early Years Attrition Review in order to deliver improved attraction, a better recruit experience / frontline focus and increased financial value in support of a New Met for London outcomes of More Trust, Less Crime and High Standards.
3. More specifically, ExCo approved the following changes, implemented in May 2024;
 - The Met now offers new uniform recruits training choice via either the Police Constable Degree Apprenticeship (externally accredited) or the Police Constable Entry Programme (licensed by the College of Policing).
 - Direct entry detectives are trained via the new Detective Constable Entry Programme (retaining a degree level qualification as an eligibility criteria).
 - The Met has ceased delivery of the Degree Holder Entry Programmes for uniform officers and detectives.
 - The PC and DC Entry Programmes are delivered back on the Met estate, with 50% of Trainers being Met officers / staff.
 - Uniform and detective recruits now also train together for the first 17 weeks in support of a more inclusive approach.
4. In parallel to making these operational changes, extensive negotiations took place with the Met's existing outsourced supplier to make a number of variations to our original contract. This is driving notable improved value over the remainder of the contract term.
5. The work undertaken under the Recruit Training Optimisation Programme, followed by the implementation of the PC and DC Entry Programmes, has already delivered significant transformation of our recruit training approach and - in practical terms - constituted a partial insource. However, the MPS cannot deliver sustainable and affordable long-term recruit training without more fundamental changes to the overall operating model.
6. In order to shape thinking about the preferred recruit training model post January 2026, an external review was commissioned via one of our strategic delivery partners. This involved engagement with operational and enabling teams across the Met as well as with external Forces.

Contributes to the New Met for London and / or MOPAC Police & Crime Plan 2022-25¹

7. A New Met for London is a cultural reform plan and a wide reaching programme of work is underway across the Met in support of this. L&D hold a key role in this work recognising the importance of leadership and learning as levers for cultural change. Since the current outsourcing of recruit training delivery in January 2021, significant changes have taken place to the L&D operating model. This has seen the ongoing professionalisation of the L&D service and significant 'foundation fixing' activity. We have also opened up the function for increased external review / scrutiny in support of continuous improvement.
8. A new commercial arrangement for PCDA delivery will enable recruit training to be more tailored to Met specific issues and priorities and be fully anchored to operationalising the Met's values and principles in support of delivering to our NMfL outcomes of More Trust. Less Crime and High Standards.
9. Central to the new PCDA delivery partnership will be a remodel of our current PCDA training to ensure the focus is vocational not academic, increasing our ability to drive standards, identify recruits who do not align with the Met's values at the earliest opportunity, and take swift proactive steps to remove them from the organisation during their probation period.
10. A community centred approach to training our new officers remains central under the proposed new operating model. This will build on the positive work undertaken here to date, whilst noting that the specifics are subject to ongoing review in line with the prevailing budget context.

Financial Comments

11. The costs of recruit training delivery are volumetrically sensitive linked to the total number of recruits that require training. The cost base is also impacted by the profile of recruits per intake, and how recruits split across the different training paths. There are also contractually committed costs under the current outsourced contract linked to recruits currently in training.
12. In assessing the future demand for recruit training, and the supporting delivery infrastructure required / associated cost base, two different workforce planning scenarios have been modelled. These correspond to scenarios being used for wider corporate activity, and it is recognised that there may be further change in the final budgetary position for 2025/26. The range of difference between the two scenarios gives sufficient flexibility to account for this. Costs have been modelled over a 4 year period, 2025/26 to 2028/29, to demonstrate the ongoing cost of the new model as well as the transition period whilst existing external provision is phased out.
13. Cost projections for 2025/26 indicate a recruit training overspend against the 2024/25 L&D base budget. However, the 2025/26 New Met for London financial assumptions include an 'L&D right sizing' allocation being added into the L&D base budget from April 2025. This is assessed as fully covering all recruit training costs under the new operating model and can account for the different volume scenarios modelled in 2025/26 as well as

¹ [Police and crime plan: a safer city for all Londoners | London City Hall](#)

subsequent financial years. The L&D budget will continue to be monitored in line with standard business processes and prevailing operational requirements.

14. A provision for the implementation of the new recruit training operating model is also fully covered within the existing New Met for London financial planning assumptions.
15. Full financial details are provided in Part 2 of the paper.

Commercial Comments

16. The Met's current contract for PEQF delivery made provision for implementation (1 year) and officer recruit intakes for 5 + 2 years - with a 'tail' of an extra 3 years for recruits to complete their training (as the PCDA course is 3 years long).
17. The initial 5 year period of the contract expires in January 2026 (with the last intake of new recruits joining the Met in November 2025). There are no direct penalties resulting from exiting the contract at this point. In addition, a contractually defined 'Exit Strategy' provides for a smooth service transition. This will be overseen by the Director L&D through existing governance arrangements. However this will leave the MPS without a Higher Education Institution (HEI) to enable delivery of the PCDA recruit training route as delivery of this route necessitates formal engagement with an academically accredited awarding body.
18. There has been notable learning from the current contract and this has informed our future requirements in relation to external support for recruit training.
19. Soft market engagement has been completed to better understand what the market can offer in terms of PCDA delivery. Transforming PCDA training to maximise its vocational focus and drive enhanced value is central to the Met's stated requirements. A significant number of Higher Education Institutions (HEIs) engaged with this soft market testing giving confidence that the Met will have good choice in selecting a new provider who can deliver against an enhanced set of requirements.
20. The soft market engagement has also informed our position on the best route to market. The proposed route demonstrates clear benefits when set against the other options assessed. These are financial and non-financial. These include but are not limited to;
 - Use of a national procurement requirement to drive maximum value.
 - Scalable PCDA volumes, with a 'no cost' contract model meaning that budgetary risk for changing recruit numbers will fall on the supplier not the MPS.
 - Full rebating of training costs against the Apprenticeship Levy.
 - Drivers aimed at social impact as opposed to commercial profit.
21. Subject to MOPAC approval, the ITT will be formally issued in late January 2025.
22. Further commercial information is contained within Part 2 of the paper.

Legal Comments

23. Legal commentary is contained with Part 2 of the paper.

Equality Comments

24. Moving delivery of non-academically accredited recruit training fully back into the Met, along with setting a new commercial arrangement for PCDA delivery, will enable recruit training to be tailored to more effectively address Met specific issues and priorities, and support the operationalising of the Met's values and guiding principles. An insourced model can also strengthen the sense of belonging and inclusion amongst recruits and offer a more relevant training programme that sets our recruits up to succeed. This is anticipated to support managing early years' attrition. A new and direct relationship between the Met and a Higher Education Institute also offers the potential for wider benefits e.g. support on increased and more representative recruit attraction activity.
25. A detailed Equality Impact Assessment will be undertaken subject to the approval of the proposals in this paper. This will involve engagement with the Police Federation, TUS and Staff Support Associations.

Privacy Comments

26. The MPS is subject to the requirements and conditions placed on it as a 'State' body to comply with the European Convention of Human Rights and the Data Protection Act (DPA) 2018. Both legislative requirements place an obligation on the MPS to process personal data fairly and lawfully in order to safeguard the rights and freedoms of individuals.
27. Under Article 35 of the General Data Protection Regulation (GDPR) and Section 57 of the DPA 2018, Data Protection Impact Assessments (DPIA) become mandatory for organisations with technologies and processes that are likely to result in a high risk to the rights of the data subjects.
28. The project will ensure a privacy by design approach, which will allow the MPS to find and fix problems at the early stages of any project, ensuring compliance with GDPR. A DPIA will be completed where any changes to data are required for the project. DPIAs support the accountability principle, as they will ensure the MPS complies with the requirements of GDPR and they demonstrate that appropriate measures have been taken to ensure compliance.

Estate Implications

29. Significant work has been done in the development of the current proposals with the MPS specialist Property Services Team on the associated Estate Implications. The design principle is that we will seek to deliver all recruit training on the Met estate. This includes maximising the use of the existing L&D estate footprint at both Hendon and Marlowe House. The potential for L&D to have access to a third estate location is also being explored as part of wider work linked to the corporate Estate Strategy. Alongside this, the new HEI commercial arrangement will ensure that there is the option of utilising HEI estate for PCDA delivery. In the event that this is required, associated costs would be offset against the Apprenticeship Levy.

Environmental Implications

30. There is no identified impact on the Mayor's Environmental Strategy.

Background / Supporting Papers

MPS Future Recruit Training Operating Model (provided in full under Part 2)

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