

**‘A New Met For London For Everyone’ Training
Phase 1 Update & Phase 2 Proposals**

MOPAC Investment Advisory & Monitoring (IAM) meeting - 10 March 2025

**Report by Alex Walsh, MPS Director L&D on behalf of AC Pippa Mills, Assistant
Commissioner Met Operations**

**Part 1: This section of the report will be published by MOPAC. It is classified as
OFFICIAL - PUBLIC**

EXECUTIVE SUMMARY

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 for London.

Complementing significant work delivered over the last two years to mobilise new leadership development programmes at all levels of the organisation, in September last year, ExCo approved that a consolidated NMfL training package (‘A NMfL For Everyone’) would be rolled out for the wider organisation. It was agreed that this would be delivered in two phases - Phase 1 focusing on embedding the values and principles within a range of operational contexts and Phase 2 themed on Public Protection.

‘A NMfL For Everyone’ Phase 1 training launched on 30th September with a deliberately ambitious six month delivery window underlining the importance placed on this training as part of the Met’s overall cultural reform programme. As at 28th February, over 22,500 officers and staff have completed the 2.5 days of face to face training under Phase 1 and we remain on-track for c95% of the 34,300 in-scope group to have completed the training by the end of April.

Phase 2 of ‘A NMfL For Everyone’ training will launch on 7th April and run through until August. This training centres on Public Protection and will consist of a further 2.5 days of face to face training plus 0.5 day of protected learning time for linked digital training. The target audience for Phase 2 training will focus on those officers and staff performing frontline practitioner roles. This group is sized at c23,000.

Recommendations

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

- 1. Note the status update provided in relation to delivery of ‘A New Met for London for Everyone’ Phase 1 Training.**
- 2. Note the delivery plans in place for Phase 2 of ‘A New Met For London for**

Everyone' Training.

3. **Approve the £4.59m of investment in the delivery of 'A New Met for London for Everyone' Phase 2 training. This will be met via the budget lines outlined in paragraph 19 - all of which are provisioned for within existing MPS budgets.**
4. **Approve that £1.25m of the total funding will come from repositioning the 2025/26 budget for Domestic Abuse training into the delivery of 'A New Met for London for Everyone' Phase 2 (recognising that this now forms part of the wider training programme).**

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

Background & Issues For Consideration

1. A New Met for London 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 for London.
2. In support of this, in 2023 L&D undertook a NMfL focused Learning Needs Analysis (LNA). This LNA was centred on identifying the skills, knowledge and behaviours needed to successfully deliver our New Met for London outcomes of More Trust, Less Crime and High Standards.
3. A key driver in undertaking a single New Met for London LNA was to ensure that we looked at the arising training needs in a holistic way. It was clear from the LNA findings that many of the learning requirements of our NMfL priorities are cross-cutting. Approaching the design of the arising training in an integrated way helps to ensure that we maximise the impact of the training, demonstrate to the workforce that we have designed it with them in mind and, crucially, enable us to take the smartest approach to managing training attendance alongside other operational demands.
4. The findings of the NMfL LNA have already been fed into our new leadership development programmes (First Line Leaders, Mid-Level Leaders & Senior Leaders) that have been incrementally rolling out since April 2023. The LNA findings have also been reflected in our new recruit training programmes. However, there are over 33,000 officers and staff across the Met who have not been in scope for this training. The plan has always been to ensure that these officers and staff have bespoke training developed that relates to the critical roles that we require them to perform in support of delivering a NMfL.
5. In September, ExCo approved that a consolidated NMfL package training for the wider organisation ('A NMfL For Everyone') would be rolled out. It was agreed that this would be delivered in two phases - with Phase 1 focusing on embedding the values and principles, and Phase 2 focused on the theme of Public Protection.

A NMfL for Everyone Training: Phase 1 Recap

6. A NMfL For Everyone Phase 1 involves 2.5 days of face to face training focused on embedding the Met values and guiding principles in a range of operational contexts. Policing by consent depends on public trust and confidence. Treating each other, and the public, with dignity and respect is intrinsic to achieving this. Therefore, a more values based, pro-inclusive approach will make us a more effective organisation in fighting crime.
7. The training uses a practical, scenario based approach supplemented by the use of Met specific data and evidence to illustrate the issues being covered. The training consists of 5 modules;
 - (1) Becoming a values driven organisation
 - (2) Applying our values to promote a pro-inclusive Met
 - (3) Applying our values to challenge unacceptable behaviours
 - (4) Applying our values in our engagement with victims & the communities of London
 - (5) Applying our values to shape our approach to stop & search.

Alongside the face to face training, all eligible officers and staff have been given 0.5 day of protected learning time to complete the RASSO (Rape & Serious Sexual Offences) First Responder digital training designed by the College of Policing and required for completion as part of the national Op Soteria Programme.

8. 'A NMfL For Everyone' Phase 1 launched on 30th September with a deliberately ambitious six month delivery window underlining the importance placed on this training as part of the Met's overall cultural reform work. As at 28th February, over 22,500 officers and staff have completed the 2.5 days of face to face training and we remain on track for c95% of the 34,300 in-scope group to have completed the training by the end of April (the end of Phase 1).
9. Building on the learning from our new leadership development training in respect of the effectiveness of a peer to peer training approach, training is being delivered using a blend of internal and external trainers. A cadre of c100 Trainers (50 internal / 50 external) are deployed on delivering the Phase 1 plan. Business Groups have supported this collaborative Met effort through identifying officers / staff to be attached to L&D for the duration of Phase 1.

Approach for A NMfL for Everyone Phase 2

10. In line with the approach approved by ExCo in September, Phase 2 of a NMfL For Everyone training will launch on 7th April and run through until August.
11. Phase 2 of the training will cover the areas below, with a continued emphasis on operationalising the Met's values and principles.
 - Children's Strategy: Focused on the lived experiences of children and how to identify, manage and respond to vulnerability involving young people.
 - Domestic Abuse: Focused on the complexities of coercive control, stalking, and wider domestic abuse challenges.
 - Op Soteria First Responder: Focused on what to do on the initial investigation of rape or sexual violence. This will be the ½ day face to face package that follows on from the online modules delivered as part of Phase 1.

- Non-contact sexual offending: Utilising new national training currently being developed by the College of Policing including exposure (on & offline), voyeurism and upskirting (Recommendation 2 of the Angiolini Inquiry).
 - Stalking awareness: Focused on investigation and risk management regarding stalking.
12. The detailed design of Phase 2 content has been led by L&D in collaboration with relevant operational leads and external subject matter experts. It will blend national training products developed by the College with bespoke Met content. The required content and learning outcomes equate to 2.5 days of face to face training plus 0.5 day of protected learning time for linked digital training.
 13. The target audience for Phase 2 training will focus on those officers and staff performing frontline practitioner roles. This group is sized at c23,000.
 14. Logistical arrangements for Phase 2 delivery will mirror those adopted for Phase 1 e.g. using a blend of internal and external trainers, MO6 rostering all Local Policing colleagues. However, responding to feedback from delegates, we are exploring the use of a South London training venue (rather than having all the locations in Central London).

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

15. 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.
16. The 'A NMfL for Everyone Training' is the most ambitious pan workforce training intervention that the Met has ever delivered. Focused on operationalising the values and guiding principles this training is positioned as a fundamental in building the capability needed to drive our continued work to drive cultural reform and deliver the NMfL performance outcomes in support of improved service for London.

Financial Comments

17. The forecast costs for Phase 2 of 'A NMfL For Everyone' training delivery total £4.59m. Provisioned budgets are in place to meet these costs. These are outlined in Table 1. Costs were presented to and approved by IPG on 18/02/25.
18. Costs are based on an occupancy rate of 85% and include a contingency provision. Applying all the learning from Phase 1, costs are positioned as ceiling costs and it is anticipated that actual delivery costs will be lower. Financial monitoring will form part of weekly oversight meetings chaired by the Director L&D, with wider reporting into IPG chaired by the Chief Strategy & Transformation Officer.
19. Some Phase 2 activity is required to start in 2024/25 (specifically design and rostering activity). Work required in 2024/25 will be funded from a combination of unused contingency from the budget approved for Phase 1, along with an element of underspend from the L&D base budget.

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

Table 1: Phase 2 Costs Against Budget

REVENUE BUDGET	FY24/25	FY25/26	TOTAL
	£m	£m	£m
NMfL For Everyone Phase 1 (Repurpose of Contingency)	0.19	-	0.19
L&D Base Budget (Repurpose of Underspend)	0.26	-	0.26
NMfL For Everyone Training Budget	-	2.90	2.90
DA Training Budget (FLP)	-	1.25	1.25
Total Budget	0.44	4.15	4.59

20. Further financial details are provided in Part 2 of the paper.

Commercial Comments

21. Phase 2 delivery will require external commercial support in terms of (a) training design, (b) trainers and (c) training venues. Existing commercially compliant supply chains are in place in order to meet these requirements via utilisation of our existing delivery partners or other pre-existing commercially compliant vehicles. Associated costs have been factored into the Financial Implications section. One of our existing delivery partners is, along with the MPS, a fellow member of the London Anchor Institutions' Charter

London Anchor Institutions' Charter

22. The Met is committed to:

- Addressing the Negative Economic Impact of Covid 19
- Narrowing Social, Economic and Health Inequalities
- Supporting Young People and Providing Opportunities
- Supporting Communities Heavily Impacted by the Pandemic
- Advancing the Delivery of the Net Zero Carbon initiative

23. As part of their appointment onto the Met frameworks, the delivery partners the Met will use to deliver this programme have committed to take specific actions to address the above issues. As part of the framework management approach, the linkage between individual appointments and actions taken and the effectiveness of those actions in delivering the above commitments will be reviewed and assessed. The contracts will encourage the use of London supply chain specific initiatives including: apprenticeship levies; adherence to modern slavery and London Living Wage obligations. Moreover, each existing provider has provided a commitment to tackling further social value impact opportunities at point of contract award.

Legal Comments

24. Any contract awards will comply with applicable MPS policy and relevant procurement law being compliant contracts. They can therefore be lawfully approved.

25. The MOPAC Scheme of Delegation and Consent provides the Deputy Mayor for Policing and Crime ("DMPC") has delegated authority to approve:

- Business cases for revenue or capital expenditure of £500,000 and above (paragraph 4.8); and
- All requests to go out to tender for contracts of £500,000 or above, or where there is a particular public interest (paragraph 4.13). Paragraph 7.23 of the Scheme provides that the Director of Strategic Procurement has consent for the approval of the award of all contracts, with the exception of those called in through the agreed call in procedure. Paragraph 4.14 of the Scheme provides the DMPC reserves the right to call in any MPS proposal to award a contract for £500,000 or above.

Equality Comments

26. A full Equality Impact Assessment was undertaken for Phase 1 of the 'A NMfL For Everyone Training'. This is in the process of being updated for Phase 2 of the training programme. This involves engagement with the Police Federation, TUS and Staff Support Associations.

Privacy Comments

27. 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.
28. 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.

Real Estate Implications

29. The planning assumption is that external estate will need to be used to deliver Phase 2 training (as in Phase 1) due to the scale of the requirement. Associated costs have been included in the Financial Implications section based on a position that all training will be delivered in external venues (i.e. a ceiling cost). Commercial Services are working with L&D colleagues to ensure that we negotiate the best rates possible building on the work done in Phase 1. Where internal L&D estate is available this will be prioritised in order to lower estate costs.

Environmental Implications

30. There are no environmental implications to note.

Background / Supporting Papers

'A New Met For London For Everyone' Training: Phase 1 Update & Phase 2 Proposals (provided in full under Part 2) (approved at IPG on 18/2/25)

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**Part 2: This section refers to the details of the Part 2 business case which is NOT
SUITABLE for MOPAC Publication.**

The Government Security Classification marking for Part 2 is: OFFICIAL-SENSITIVE [COMMERCIAL]

Part 2 of NMfL Phase 2_IAM Part 1 is exempt from publication for the following reason:

- Exempt under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011 (Data Protection Section 43 - Commercial Interests).

The paper will cease to be exempt in accordance with the MPS Records Management Policy, to retain information for a minimum of 6 years in line with Policing Information and Records Management (PIRM) codes of practice. Any request for information under FoIA would need assessment on a case-by-case basis, no matter what or when the original decision was made, as the circumstances may have changed.