



## Intensification Transforming Leadership Investment Case

**MOPAC Investment Advisory & Monitoring meeting 10<sup>th</sup> November 2025**

**Report by Rebecca Bee on behalf of Karen Graham (HR Director) and Alex Walsh (L&D Director)**

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

*EXECUTIVE SUMMARY*

In support of the delivery of New Met for London 2 (NMfL2) commitments the Metropolitan Police Service (MPS) seeks to put in place a series of Leadership Interventions designed to ensure our leadership cadre has the capability to deliver both the required cultural reform and performance ambitions.

Two key interventions are a Voluntary Exit scheme and Development Centre targeted at the ranks of Chief Inspector, Superintendent and Chief Superintendent.

Both activities require investment which exceeds MPS delegated authority, we are therefore seeking authorisation from IAM.

**Recommendations**

The Deputy Mayor for Policing and Crime, via the Investment Advisory and Monitoring meeting (IAM), is asked to consider and agree:

- i. The proposed approach for delivering NMfL 2 commitments in respect of strengthening leadership capability across the MPS Chief Inspector, Superintendent and Chief Superintendent leadership tiers. This will involve all officers at these ranks completing a Development Centre, with a voluntary exit route offered ahead of the Development Centre for those who do not feel able to align with the future direction of travel.
- ii. An investment of up to and capped at £15m to enable up to 20% officers at these ranks (equivalent to 142 individuals) to leave the MPS under voluntary exit terms - with exits starting from May 2026. This can be met as a prioritised call on the workforce reserves.
- iii. A utilisation of funding, of c£3.5m, to design and deliver a robust Development Centre for officers at the target ranks utilising £2.5m from re-prioritising Learning & Development (L&D) funding and £1m from wider People & resources (P&R) underspends.

### **Time sensitivity**

A decision is required from the Deputy Mayor by 28th November 2025. This is because the Commissioner wishes to move at pace so that the necessary commercial arrangements can be put in place for the Development Centres and for exits to begin in the early part of the next financial year.

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

### **Introduction and background**

1. A New Met for London (NMfL) makes clear commitments in respect of delivering cultural reform and the highest level of service for the communities of London. Central to this is the transformation of leadership; ensuring that those entrusted with leading MPS people are fully aligned to MPS values and guiding principles, demonstrate the highest levels of professional and ethical behaviour and can deliver sustained improved performance for the communities of London.
2. Over the last three years, MPS has made record levels of investment in fixing MPS foundations to better equip our staff to do the roles we ask of them. Despite these advances, challenges remain in ensuring that MPS has a cadre of leaders with the capabilities required to deliver against both our NMfL cultural reform and our performance commitments.
3. The above is most definitely not to imply that there are not high performing and committed leaders doing exceptional work as there undoubtedly are. However, too many are not.

### **Issues for consideration**

4. MPS has leadership development activity in train at all levels of the organisation from first line leaders up to Management Board level. The focus of the current proposals is on our middle leadership layers, specifically the ranks of Chief Inspector, Superintendent and Chief Superintendent.
5. Leaders at these ranks have some of the greatest influence over both MPS people and performance. Many have made significant contributions to the progress so far but if MPS is to overcome the challenges that it faces then the commitment and capability of those who hold these ranks will be pivotal to MPS success.
6. There are three key strands to this work:
  - **Forced distribution of Performance and Development Review (PDR) ratings:** To align them to the expected distribution to evidence more candid conversations about performance and ability, identify development

areas and in more than a handful of cases start an Unacceptable Performance Process.

- **Development Centres:** These will provide support and provide actionable feedback alongside PDRs and feed directly into the Leadership Academy to allow for more structured and focussed training. It will also help provide clear evidence for those not performing.
- **Time-limited Voluntary Exit Scheme:** MPS know there are a small number of leaders that are not willing or able to meet the high bar MPS is setting. For those that recognise themselves in this group MPS will provide a quick and dignified route out of the organisation.

7. Further information on these strands of work can be found in the restricted section of this report.

### **Contributes to the New Met for London (NMfL) Plan<sup>1</sup>**

8. The MPS's strategic plan for the next 3 years is encapsulated in the refreshed NMfL 2. It remains anchored to the tenets of cultural reform and performance. The strongest leadership is essential for successful delivery. MPS therefore wants to intensify the emphasis and speed of our work with local senior leaders, focused on the ranks of Chief Inspector, Superintendent and Chief Superintendent.

### **Financial, Commercial and Procurement Comments**

9. The costs associated with the voluntary exit scheme are modelled at £16.05m, based on exit costs for up to 142 Officers in the target ranks, and including programme cost, career transition support and legal costs. The modelling assumes that exits will be backfilled through promotions with associated salary savings (where newly promoted officers are paid at the lower end of the pay scale vs those leaving likely at the top of the pay scale) bringing the net estimated costs down to £15.02m. This will be funded from workforce reserves.
10. The costs associated with the design and delivery of the Development Centre for the c700 in-scope officers are modelled at £3.5m. It has been assessed that the L&D 2025/26 budget can absorb c£2.5m of the Development Centre costs, with the remaining £1m funded through underspend within the wider People Resources budget. Further financial detail is contained in the restricted section of this report.
11. There are no new commercial considerations linked to the voluntary exit scheme. The scheme will predominantly be managed through internal resources and the provision of an increased pensions settlement service covered with the existing Sopra Steria Ltd remit and specification.
12. The Development Centre will require an external specialist partner to support both design and delivery. This external professional expertise and independence is an integral part of the overall approach and seen as key to ensuring internal

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

and external confidence in the Development Centre itself and the subsequent use of its outcomes to feed wider people processes.

13. The existing, commercially compliant, Learning Managed Service Framework contract with Premier Partners will be used to procure the services of the external partner. This Framework gives MPS access to a wide range of professional providers in the Learning and Development space. Subject to the approval of this investment paper, the preferred supplier will be confirmed by late-November so that on-boarding activity can commence, and a detailed implementation plan drawn up under the oversight of the Steering Group.

### **Legal Comments**

14. Regulations define that it is for Chief Officers and Police and Crime Commissioners (PCCs) to decide whether to run a voluntary exit scheme in their force and to determine what criteria for eligibility to apply are appropriate (within the terms set out within the restricted section of the report. If a scheme is run, it is for those officers who fall within the criteria of those eligible to apply to decide whether the terms of the offer are right for them. Only if both sides agree to the terms and are satisfied that they are suitable should the exit proceed.

### **Equality Comments**

15. Equality impact assessments are ongoing for both the Development Centre and the exit scheme and will be completed and used for consultation when the criteria are settled for the exits and when the design of the Development Centres is finalised. Both projects are establishing metrics to track their impact on under-represented groups within the target ranks.

### **Privacy Comments**

16. 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.
17. 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.
18. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the project meets its compliance requirements.
19. The project does not use personally identifiable data of members of the public, so there are no GDPR issues to be considered over and above those taken into consideration in MPS's usual processing of staff and officer data. Data in relation to this scheme will not be shared other than for the purposes of making decisions within this scheme and will be retained, reviewed and destroyed in line with GDPR and DPA 2018 requirements.

### **Real Estate Implications**

20. There are no changes to the estate associated with this proposal.

### **Environmental Implications**

21. There are no environmental implications associated with this proposal.

### **Background/supporting papers**

22. See part 2.

Report author: Rebecca Bee, Deputy HR Director, Telephone: 07880 142784

### **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 [OPERATIONAL]

OFFICIAL-SENSITIVE [ORGANISATIONAL]

Part 2 of Intensification Transforming Leadership Investment Case Final 04Nov2025 is exempt from publication for the following reasons:

- Exempt under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011 (Data Protection Section 43 – Commercial Interests).
- The relevant sections under the FOIA that would exempt this information from disclosure, for example:
  - Data Protection Section 40,
  - Commercial Interest Section 43
  - Legal Professional Privilege Section 42

The paper will cease to be exempt until April 2027.