



MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

National Neighbourhood Policing Programme: MPS Roll Out

MOPAC Investment Advisory & Monitoring meeting: 8th December 2025

Report by Alex Walsh, Director L&D on behalf of the Clare Davies, Chief People & Resources Officer

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

EXECUTIVE SUMMARY

The national Neighbourhood Policing Pathway (NPP) is a College of Policing programme developed for all forces as part of the Safer Streets Mission in support of the Neighbourhood Policing Guarantee.

The NPP aims to strengthen Neighbourhood Policing capability through a structured two-year training programme for all neighbourhood officers and staff covering community engagement, problem-solving and crime prevention. This programme will enhance professional standards and ensure London's communities benefit from the highest levels of service and trust.

The MPS proposes to begin rolling out NPP training to the c4,200 officers and staff in scope from January 2026, with face-to-face delivery commencing in April 2026 and running through to March 2028. By embedding NPP into new recruit training and existing leadership development programmes, the MPS is ensuring sustainability beyond the initial rollout.

The Investment Advisory and Monitoring Group is asked to approve the required financial investment. Maximum investment is positioned at £1.28m in 2026/27 and £1.22m in 2027/28. This investment represents a significant step toward meeting national policing commitments, future HMICFRS inspection standards, and the Met's priorities under A New Met for London - ultimately contributing to More Trust, Less Crime and High Standards.

Recommendations

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

- 1. Approve the required financial investment in NPP, estimated to cost £1.28m in 2026/27 and £1.22m in 2027/28. These costs will be met from within the existing People & Resources revenue budget envelope.**

Time sensitivity

A decision is required from the Deputy Mayor by 8th December 2025. In order to deliver the full programme by March 2028 and reduce daily abstractions as far as possible, we need to launch the on-line training and commence rostering activities for the face-to-face training in January. Communications therefore need to launch in December in order to ensure that the workforce are prepared for this critical learning.

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

Introduction and Background

1. As part of the Safer Streets Mission, the Government has committed to transforming Neighbourhood Policing through the Neighbourhood Policing Guarantee (NPG). The Neighbourhood Policing Pathway (NPP) forms one of five pillars of the NPG and outlines the need for clear standards and professional excellence supported by new training.
2. Whilst the NPP is not being positioned as mandatory training by the College of Policing, there is an implicit assumption that forces will engage. It forms part of the Government's Neighbourhood Policing Guarantee Performance Framework which commits to full delivery of NPP by the end of Parliament 2029. It has also been confirmed that NPP will feature within the HMICFRS PEEL assessment framework. The HMICFRS PEEL Inspections around NPP are expected to be in 2027, albeit it is unclear what level of completion is expected by then. The Commissioner has given confirmation of the MPS's support to rolling out the NPP to the College of Policing Chief Constable, Andy Marsh, recognising our NMfL commitments to improving Neighbourhood Policing performance.
3. NPP stipulates three levels of training to be completed over a two-year programme: NPP1 (self-assessment and modular e-learning), NPP2 (face-to-face modules) and NPP3 (additional face-to-face modules for leaders). Year 1 focuses on the core competencies of community engagement, problem solving and anti-social behaviour. Year 2 moves into the competencies of working in partnership to prevent and reduce crime, protecting communities from serious and organised crime and offender management (breaking the cycle of crime).
4. NPP was formally launched by the College of Policing in June 2025, with an expectation that forces would launch the associated face-to-face training in 2025 and complete full roll out by April 2027. Given the significant learning time already being invested in 2025/26 on 'A NMfL for Everyone' training and the need to carefully balance prevailing operational demands, Management Board supported a joint recommendation from senior FLP and L&D colleagues that the Met would reposition the launch of the NPP digital training to January 2026, with face-to-face training following from April 2026. The College of Policing have been engaged with accordingly via the Chief People & Resources Officer and this position is now confirmed.

Issues for consideration

5. The target audience for the training is modelled at c4,200 officers and staff working in neighbourhood policing roles. The training will involve a minimum of 11 days of learning time for those in-scope over the two-year period.
6. NPP represents an unfunded budget pressure that will fall across 2026/27 and 2027/28. Costs will need to be factored into People & Resources budget planning for these financial years.

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

7. NPP is a direct requirement within the Government's Neighbourhood Policing Guarantee.
8. NPP learning directly supports our NMfL commitments in respect of community crime fighting and working in partnership. The learning covers six core modules: community engagement, problem solving & anti-social behaviour; working in partnership to prevent and reduce crime, protecting communities from serious and organised crime and offender management (breaking the cycle of crime).

Financial, Commercial and Procurement Comments

9. Costs for delivery of the NPP are primarily linked to the sourcing of external training venues, qualified trainers, and coordinating logistics. Under a 'worst-case' cost scenario i.e. where no internal resources or external funding are available, the total estimated cost is £2.5m: £1.28m in 2026/27 and £1.22m in 2027/28. These costs break down as c£1.02m for estate, £0.85m for trainers and £0.64m for the central delivery team. It is anticipated that these costs will reduce by absorbing some demand internally and through the application of recognition of prior experience / learning (reducing the in-scope audience). This is assessed as lowering costs by up to 10%. The College of Policing have also confirmed that financial support for NPP roll out may also be available to forces via the Home Office further lowering direct cost to the MPS.
10. Procurement arrangements are already in place to ensure compliance and value for money. External trainer requirements will be met through the existing agreement with Reed Specialist Recruitment Limited. Venue needs will be sourced via Calders under the new CCS national framework. Calders will provide competitive sourcing as part of their value-added service. We have considerable recent experience of securing external training venues at competitive rates for our Leadership Academy and NMfL for Everyone training.
11. Equipping neighbourhood officers and staff to build stronger relationships with our communities will mean they are better placed to understand their local communities and ultimately enable the London Anchor Institutions' Charter².

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

² <https://www.london.gov.uk/coronavirus/londons-recovery-coronavirus-crisis/anchor-institutions-charter>

12. This neighbourhood specific curriculum (together with NPP specific work-based assessment), will be a key enabler in the delivery of the London Recovery Plan objective of “Support our communities, including those most affected by the virus”, delivery of which is supported by the London’s Anchor Institutions Charter, who have done much critical work in our communities for many years and maintains a deep footprint.

Legal Comments

13. There are no legal implications to consider in this case.

Equality Comments

14. With the support of CD&I, an Equality Impact Assessment will be completed for the NPP so we can ensure any requirements are captured and, where necessary adjustments made to learning.

Privacy Comments

15. 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.
16. 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.
17. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the project meets its compliance requirements.
18. The project does not use currently personally identifiable data of members of the public, so there are no current GDPR issues to be considered.
19. For our learners, the corporate Learning Management System (LMS) will be utilized to manage eligibility for the program and will serve as the primary platform for tracking learner progression, recording completion, and generating compliance reports. All data will be stored exclusively within approved corporate solutions and managed in strict accordance with recognized industry and government standards. This includes compliance with applicable ISO standards, adherence to UK Government Security Classifications, and alignment with relevant cloud computing frameworks and requirements as mandated by the DDaT department. These measures are implemented to ensure the integrity, confidentiality, and availability of all data at all times.

Real Estate Implications

20. Given priorities on the MPS training estate and requirements of the 2026/27

workforce plan, it is likely that the NPP in-person learning will need to be delivered in external venues.

Environmental Implications

21. The NPP will enable the Mayor's London Environment Strategy (LES) through stronger policing of antisocial behaviour including policing of environmental laws.

Background / Supporting papers

22. Not applicable.

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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 NPP_IAM Part 1 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 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.