

# Performance and Risk Oversight Board 28 April 2023

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## More Trust Update

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### 1. Purpose

- 1.1 This paper provides an update on the Strongest Ever Neighbourhood Policing and Raising Standards programmes within the Turnaround Plan.
- 1.2 All Londoners, and the Met workforce, rightly expect action to fix the systemic issues raised in Baroness Casey's final report and achieve the fundamental, long-lasting reform required to make the Met a police service to be proud of. The entire Turnaround Plan, which we are updating to reflect Baroness Casey's report and consultation on the plan itself, is critical to doing so, helping win back public trust. In this paper, we have focused our update on the two programmes from the Turnaround Plan requested by MOPAC for review at the meeting.

### 2. Recommendations – that the Oversight Board:

- a. Note the progress of both programmes

### 3. Progress Update: We will raise standards and improve our culture.

- 3.1. Significant progress has been made since the Met's last update, as set out in the Commissioner's letter to the Mayor on the 3<sup>rd</sup> April. The Met is now dismissing more officers, hearing more cases, and progressing cases much faster than we were 3 months ago.
- 3.2. We are taking action to address legacy cases via Operation Onyx. Op Onyx review identified 689 previously completed cases where there may be new or missed lines of enquiry and 196 where officers or staff need urgent risk assessments or vetting reviews. Phase 2 began on 1 April – every case will be referred to an independent oversight panel (which includes VAWG experts) to assure decision-making. Any cases that remain live will be investigated by the specialist domestic abuse and sexual offences team.

3.3. The Met is also securing long-term integrity through proactive prevention and enforcement. *We are doing more investigations:* we have invested an additional 150 people, and this is having an impact – enabling more cases to be investigated, suspending and dismissing more officers, and hearing cases faster and at a higher volume. Since September the Met has concluded 431 gross misconduct hearings (+62%). The Met has suspended 144 officers (+109%). 59 gross misconduct hearings have been held for 64 officers (+22%). 44 cases have been fast-tracked in the public interest to take urgent disciplinary action faster (+100%). 51 officers have been dismissed for gross misconduct (+70%).

3.4. The Met is taking steps to address and improve culture: A design for a Directorate of Culture, Diversity and Inclusion Operating Model (High Level Design) is underway. The MPS' external Turnaround Board have been consulted on the design. Recruitment of a Director of Culture will commence April/early May. We are also drafting a London Race Action Plan – which has been shared with external partners in the Attraction Community Reference Group on 13<sup>th</sup> April.

#### 4. **Progress Update: delivering the Strongest Ever Neighbourhood Policing (SENP)**

4.1. *Uplift and allocation:* The Met is planning to recruit and allocate an additional 500 PCSOs using approved MOPAC funding for FY 23/24. Recruitment of 20 additional superintendents (which will ensure there is a superintendent in every borough, empowered to engage with their community as recommended by Baroness Casey's report) is complete and they will be in post in April 23. We expect the 500 PCSO vacancies will be fully filled in 2024.

4.2. *Local Analysis of Demand:* In order to better target frontline activity to areas of greatest need, crime, risk, harm and demand profiles are being reviewed across all London Wards and Boroughs to identify, in each Borough, the highest priority areas.

4.3. *Supervisory Ratios:* We will move to a 1 Inspector to 6 officer ratios in BCUs (from a 1 in 10) by 2024.

4.4. *Community Engagement and Listening:* Core to the SENP programme is engagement and building and improving Met relationships and visibility within the communities we work. Engagement events in all 12 BCUs are being planned for May and local community sessions led by senior officers in all 32 boroughs will follow throughout the year. Events will be collaborative and ensure community groups and stakeholders are consulted and share their vision for Neighbourhood Policing.

#### 5. **Refreshing the Turnaround Plan and responding to the Casey Review**

5.1 Since we published the draft Turnaround Plan in January, we have undertaken extensive engagement with more than 10,000 people, to improve it. The Met has engaged people from borough councils, local business improvement districts, and many other partners. The Plan is now being reviewed in light of Baroness Casey's final report. As a result, public engagement has run for an extra month until 21<sup>st</sup> April. We plan to publish an updated Turnaround Plan in May which will incorporate responses to Baroness Casey's findings and incorporate other feedback and changes which we have received in the course of consultation. Particular focus is

being paid to Baroness Casey's 16 recommendations as well as addressing the other findings in the report.

- 5.2 The Met also recognises in the Turnaround Plan that a fundamental change is required in a number of areas including how it tackles disproportionality, addresses prejudice in all forms, tackles violence against women and girls, protects children, fundamentally resetting our relationship with leaders and addressing the culture in the Organisation. In responding to Baroness Casey's review we must match the scale and pace of reform called for. The Met is reassured that some issues highlighted by Baroness Casey are already identified in our Turnaround Plan which is gaining momentum, including our service to victims, protecting the most vulnerable, strengthening neighbourhood policing.

Over the next three months, we are taking forward a range of activity that will help develop more trust in the Met, alongside the work to refresh our Turnaround Plan:

- **A major cultural programme** to address and root out prejudice and discrimination in all its forms;
- **Stop and Search Charter** as recommended in Baroness Casey's review;
- **VAWG Action Plan:** We are launching our new action plan and operating model for tackling violence against women and girls; and work with MOPAC to improve understanding of RaSSO offences in London;
- **Lawful monitoring:** We are rolling out a mandatory app to all mobile phones to monitor WhatsApp usage. Lawful Business Monitoring capability will be fully operational by July;
- **Crime Reporting:** We will be deploying a public comms strategy on online reporting of crime to 999 and 101;
- **Fundamentally changing the way we understand London and engage the public:** We will need to address the Casey report recommendations on how the MPS works to recognise and apologise for past failings, and fundamentally reshape and reset our approach.
- **Smartphone rollout is meeting its target at pace:** having rolled out 26,152 phones to frontline officers and staff. Features such as PNC are good for carrying out quick checks and additionally being able to contact victims, suspects and witnesses of investigations when away from the office.
- **Precision Stop & Search Pilot** will be conducted (using control areas) in order to assess the effectiveness. Where appropriate we will offer restorative justice should issues arise. Engagement and monitoring will continue throughout the project so that lessons learned will be dynamically fed into the pilot.