



**MORE
TRUST**

**LESS
CRIME**

**HIGH
STANDARDS**

A New Met for London

Phase 2 (2025-28)

ISLINGTON
LAMBETH LEWISHAM SOUTHWARK TOWER HAMLETS WANDSWORTH CITY OF WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON NEWHAM REDBRIDGE RICHMOND UPON THAMES SUTTON WALTHAM FOREST CAMDEN ROYAL BOROUGH OF GREENWICH HACKNEY HAMMERSMITH AND FULHAM ISLINGTON ROYAL BOROUGH OF KENSINGTON AND CHELSEA LAMBETH LEWISHAM SOUTHWARK TOWER HAMLETS WANDSWORTH CITY OF WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON



Contents

| | |
|--|-----------|
| COMMISSIONER'S FOREWORD | 4 |
| PROGRESS TO DATE | 8 |
| INTRODUCTION | 14 |
| COMMUNITY CRIME-FIGHTING | 20 |
| A. We'll put communities at the heart of precise crime-fighting in London. | 22 |
| B. We'll prevent crime through more proactive, data-driven policing. | 25 |
| C. We'll build on our progress in tackling Violence Against Women and Girls and domestic abuse. | 28 |
| D. We'll significantly improve the quality of our service to victims of crime, driving greater trust and confidence. | 30 |
| E. We'll play a leading role in the national response to serious and organised crime, focusing on criminals causing the most harm to London. | 33 |
| Culture Change | 36 |
| A. We'll create a culture that supports our people in keeping Londoners safe. | 39 |
| B. We'll better protect communities who suffer disproportionately from crime. | 42 |
| C. We'll continue to build a positive culture in our specialist units, including armed policing. | 46 |
| D. We'll measure our cultural success by combining data with what Londoners and our own people tell us. | 48 |
| E. We'll uphold the highest standards and remove those who don't meet them. | 49 |
| Fixing our Foundations | 52 |
| A. We'll make it easier for our people to do their job. | 54 |
| B. We'll improve the health and wellbeing of our people. | 56 |
| C. We'll create an efficient headquarters that enables better frontline performance. | 59 |
| Putting Crime-Fighting First | 62 |
| A. We'll deliver precise policing as a more productive, innovative and tech-enabled organisation. | 63 |
| B. We'll spend less time on 'non-crime'. | 66 |
| C. We'll challenge when we have to unfairly pay the bill. | 67 |
| D. We'll tackle burgeoning bureaucracy. | 68 |
| E. We'll change how we approach complex, non-recent investigations. | 70 |
| Working in Partnership | 72 |
| A. We'll work with our partners on agreed priorities and solve problems together | 73 |
| B. We'll focus on a smaller number of opportunities so we're not spread too thin and our partnership working has more impact | 73 |
| C. We'll break down organisational barriers and create new opportunities for partnership. | 74 |
| ANNEXES | 78 |



Commissioner's foreword

SOUTHWAKE
WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY
CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON
HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON
NEWHAM REDBRIDGE RICHMOND UPON THAMES SUTTON WALTHAM FOREST
CAMDEN ISLINGTON ROYAL BOROUGH OF KENSINGTON AND CHELSEA
LAMBETH LEWISHAM SOUTHWARK TOWER HAMLETS WANDSWORTH CITY OF
WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY
CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON
HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON

Commissioner's foreword

In 2023, when placing our founding principle of 'policing by consent' at the heart of our plan for reform, I quoted Sir Robert Peel. Sir Robert, in establishing the Met in 1829, said that for a police service to be effective, it must operate with the support and consent of the people it serves. This remains the foundation of our mission: More Trust, Less Crime, and High Standards. Today, in this most extraordinarily diverse global city, and with many factors driving polarisation, this 'consent' is ever more important and ever harder to achieve. The change that London deserves from the Met is not completed; as I point to our progress, it is to give confidence and hope that the work still to be done is achievable.

This plan sets out the second phase of A New Met for London and follows two-and-a-half years of intense, often challenging, but deeply rewarding work across the Met. It reflects not only what we've achieved, but what we've learned and where we're determined to go next.

Throughout this journey, I've had the privilege of witnessing our officers, staff, and volunteers step up in extraordinary ways. I've sat with neighbourhood teams in Croydon who've rebuilt trust by tackling serious violence alongside communities that had long felt unheard. I've patrolled with officers in Hackney who've taken knives off the streets and made more arrests. And I've spoken with detectives who've stayed late to support victims of abuse and brought predators to justice, and with call handlers who've calmly guided terrified citizens through their worst moments.

These examples reflect our tenacity and courage in tackling crime head-on. From dismantling organised gangs to pursuing the most harmful offenders, our people are showing relentless determination in protecting Londoners and confronting criminality.

These are not isolated stories. They are the daily reality of a Met that is becoming more focused, more accountable, and more connected to the communities we serve. They are proof that change is not only possible, but already underway.

Our policing model is built upon **precise, community crime-fighting**. We have moved more resource closer to communities – with 1,000 additional officers and PCSOs in neighbourhoods – to tackle crime by working with Londoners. Precision is key as we target the most dangerous and prolific offenders. This is a Met that is delivering for London's communities under immense pressure, with fewer people and a tighter budget than ever before.

Yet the results, born out of a Met that is becoming more tenacious, courageous, and more productive, speak for themselves:

- Confidence is rising: 81% of Londoners say the Met is doing a good or fair job locally, and 74% agree the Met is an organisation they can trust. The confidence gap between female and male Londoners has closed, and trust among black Londoners has increased by 10 percentage points.
- Crime is falling: homicide is now at a 10-year low. Violent incidents resulting in injury are down by a fifth, and firearms discharges are less than half what they were seven years ago. London continues to compare positively

to other major cities, including New York, Paris and Madrid, and remains less violent than other UK cities such as Manchester and Birmingham.

- We're solving more crime: across London, we're arresting over 1,000 additional suspects each month. We're solving crimes involving victims at double the rate we were a year ago. Neighbourhood crime, including burglary, robbery and vehicle crime, is down 14% so far this year, and shoplifting resolutions - convictions and out-of-court disposals - are up 82%.
- Technology is accelerating our impact: Live Facial Recognition has led to more than 1,000 arrests since 2024, targeting criminals wanted for violent offences including domestic abuse, strangulation and rape.
- We're protecting women and girls through more precise policing: each month, around 11,000 people are suspects in one or more crimes against women and girls. But the most dangerous 10% of suspects are responsible for 90% of rape offences. Since launching our focused programme, we've doubled the arrest rate for these offenders, charging 174 people with nearly 970 offences and securing more than 100 convictions. Our outcomes in Violence Against Women and Girls (VAWG) and public protection have doubled, reflecting our relentless focus and improved capability in these critical areas.

This progress is down to the hard work and determination of the vast majority of our officers and staff. I am proud to call them my colleagues. These colleagues are the same ones who across the Met are bravely standing up and calling out those who do not share our values. Their commitment means they are doing so at triple the previous rate.

We are part way through the largest clear-out in the Met's history. In the past three years, we've removed nearly 1,500 officers and staff who did not meet the standards we expect. Alongside this, we've rebuilt our vetting, workforce intelligence, and misconduct systems. We've introduced integrity testing and strengthened our internal accountability. And we've made real progress in building a more inclusive Met, where everyone has the opportunity to succeed and feel they belong.

The public is noticing. But we know trust must be earned, not expected. I know we have a long way to go to build a Met that is in every system, policy, decision and act fully anti-racist, anti-misogynistic and anti-homophobic. That trust is damaged with every high-profile, disgraceful episode, and when our systems and approaches fail to demonstrate fairness. But I am determined that we will. We must continue to listen, to learn, and to lead. Raising standards is not a one-off task, it's an ongoing commitment. We are determined to meet the challenge head-on, throughout our journey of building trust and driving organisational cultural change.



The work of my colleagues has been so much more exceptional in light of an unprecedentedly difficult London context (with increasing demand, more complex crime, and capital city pressures pulling them away from local communities) and financial constraints reducing the size of the Met by 3,300 people in three years.

We have become more productive and will continue to do so through more focus, better use of resources and greater use of technologies such as AI. Nevertheless, regardless of our determined focus on productivity, the need for a major budget reset for the policing of London is ever more urgent. We do not have the capacity to police London effectively, both to meet day-to-day demand and deal with moments of ever more likely extreme crisis. This is aggravated by rapidly degrading infrastructure, such as buildings that are increasingly not fit for purpose.

The progress we have made has not just been about systems and statistics but about people deeply wedded to the vocational mission of policing. Our teams continue to deliver. They are better organised, better trained, and better equipped. They are ever more precise and focused on what matters most: protecting the vulnerable, tackling serious crime, and building trust in every community.

It is about the officer who ran toward danger to protect a stranger. The call handler who stayed calm through a life-or-death emergency. The detective who refused to give up on a case. The ward officer who turned round a neighbourhood. These are the individuals who make the Met what it is, and are critical to its future.

We must never take their service for granted. Every day, 18 officers are assaulted in the line of duty. Every week, two are seriously injured. Their safety, wellbeing, and sense of purpose must remain at the heart of everything we do.

We've come a long way. But we are not finished.

This document marks a decisive next step in our journey. It is not a new strategy, but the next phase to deliver *More Trust, Less Crime and High Standards*.

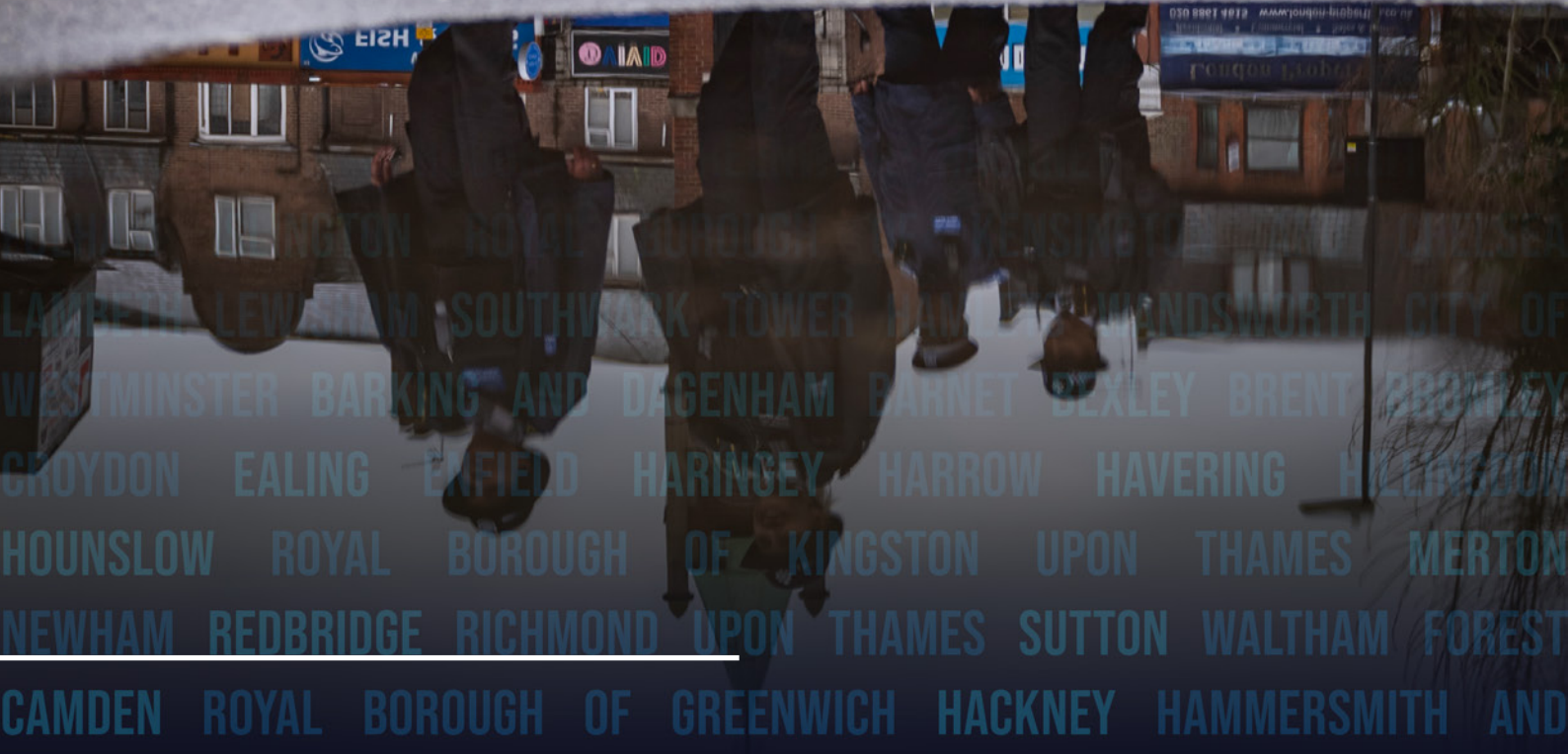
We will deliver on this promise by deepening our focus on the three pillars that shaped Phase 1: Community Crime-Fighting, Culture Change, and Fixing Our Foundations. Alongside these, NMfL 2 introduces two new cross-cutting themes that will drive lasting impact: Putting Crime-Fighting First, by prioritising technology-enabled frontline policing and cutting bureaucracy; and Working in Partnership, by strengthening collaboration, aligning priorities, and breaking down barriers to deliver what matters most to Londoners. This is our commitment, to act with urgency, integrity, and purpose as we build a safer, fairer London together.

The next three years will be demanding. Our people make me optimistic.

The conclusion of these three years will see the Met turn 200 years old. And the culmination of this work will renew 'policing by consent' for the modern age, building A New Met for London that stands ready to serve for another 200 years.



Sir Mark Rowley QPM | Commissioner



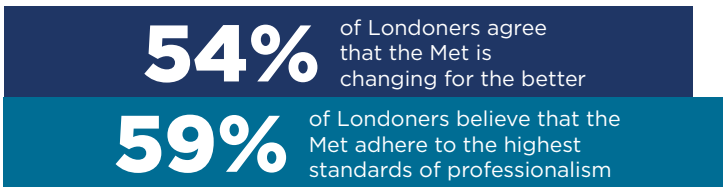
Progress to date

MORE TRUST

Where we are:

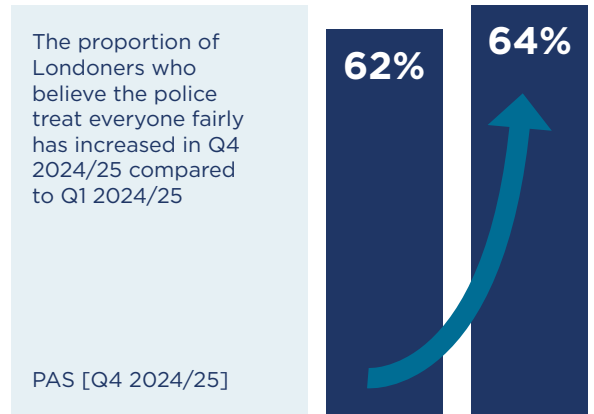
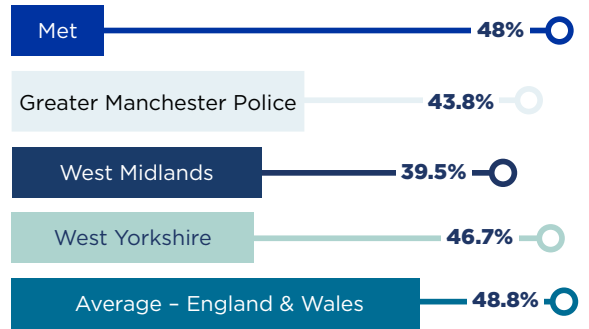
Londoners are more positive about their police service when compared to other major cities

81% of Londoners agree that the Met is doing a good or fair job locally MOPAC Public Attitude Survey (PAS) [Q4 2024/25]



PAS [Q4 2024/25]

Percentage who say the police are doing an excellent or good job in their local area [ONS]



We have made improvements:

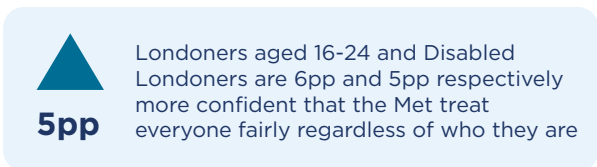
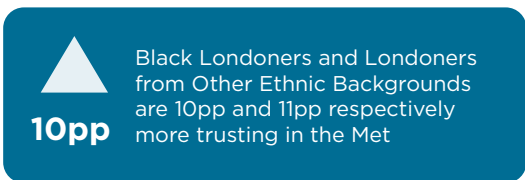
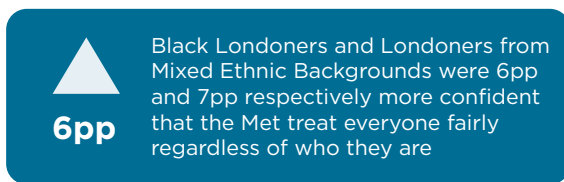
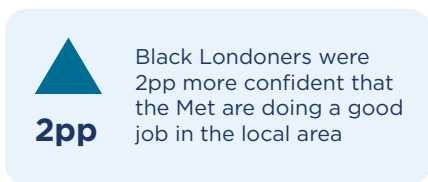
One of Baroness Casey's key challenges to us was addressing issues in communities who have historically not trusted the Met - we're making some progress with some of those groups



There was no trust gap between male and female Londoners in Q4 2024/25, with both reporting 74% trust level.

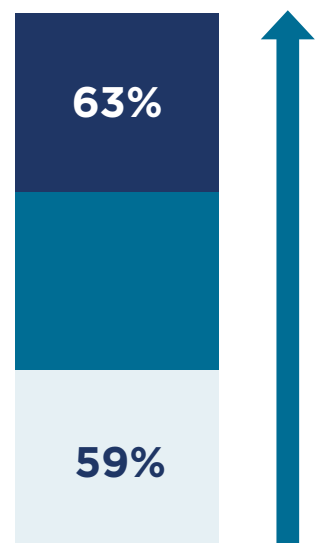
This is an improvement on Q1 2023/24, when the gap between males and females was 2pp

In Q4 2024/25, compared to Q3 2022/23:



PAS [Q4 2024/25]

Victim satisfaction has improved from 59% to 63% since June 2024

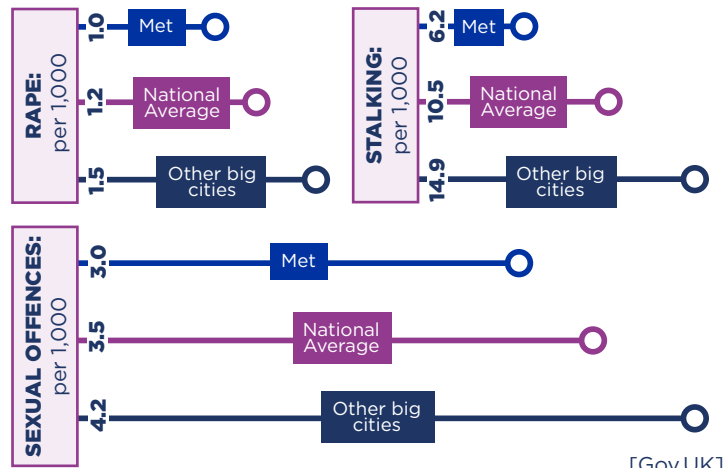


[MOPAC USS (User Satisfaction Survey) May 2025]

LESS CRIME

Where we are:

London has a lower rate per 1,000 of rape, stalking and sexual offences than the national average and other big cities



[Gov.UK]

London is relatively safe compared to other big cities, with the rate of injuries from violent offending well below the national average

London has a lower rate of violence against the person (26.4 per 1000) than the national average (32.5 in England and Wales) and is significantly lower compared to other big cities (43.5)

London has a lower rate of violence with injury (7.3 per 1000) than both the national average (8.7) and when compared to other big cities (10.2) and is continuing to fall

[Gov.UK, year ending March 25]

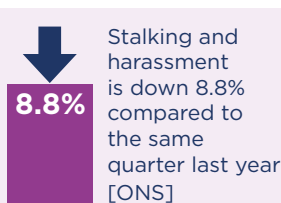
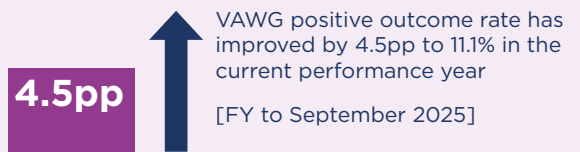
We have a challenge with volume crime which we are tackling - theft and robbery are significant challenges

London has the highest rate of theft (11.5 per 1000) and robbery (3.0 per 1000), England and Wales (ex. Met) (0.7 for both) and other big cities (1.2 and 1.5 respectively)

[Gov.UK, year ending March 2025]

We have made improvements:

We are taking more action against those who threaten the women and children of London

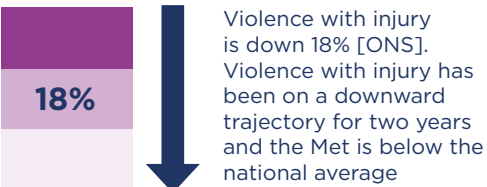


London is getting safer from the most serious violence

8 fewer homicides were recorded [FY to September 2025]

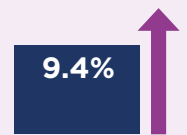
The homicide rate in London is **lower** than New York, Toronto, Los Angeles, Paris, Berlin, Madrid and Barcelona [UCL Centre for Global Cities Policing]

Homicide is the lowest in at least five years.



Violence against the person is down 6% [ONS].

The positive outcome rate for violence against a person has increased by 4.8pp to 9.4%. The violence with injury positive outcome rate increased from 6.7% to 14.9% in the year to September 2025



We are seeing some progress on our volume crime offences

In the financial year to the end of September 2025 there were **22,573** (-14.8%) fewer neighbourhood crime offences compared to the same period in 2024/25

Vehicle crime is down **16.1%** in the same period

Despite losing over 3,300 people - we're arresting **1,000** more offenders per month than we were at the same time last year

There are early signs of improvement, with personal robbery down **12.8%** and theft from person down **14.6%**

Residential burglary has been on a **downward trend** for the last 5 years (-19% compared to Q1 2020/21)

Victim-based crime has reduced by **3.9%** [FY to September 2025]

We have reduced the number of people wanted for an offence by **8.3%**

HIGH STANDARDS

Where we are:

Our workforce have helped us to deliver unprecedented initiatives to raise our standards and remove c1,500 people from the organisation

50,000

Met employees have been checked against major national law enforcement databases as part of Operation Trawl and Dragnet

104

 police officers were dismissed for gross misconduct in 2024/2025

Operation Onyx

378

 individuals have now left the Met

Officers and staff involved in a sexual offence or domestic abuse case where the allegation did not result in dismissal are being reinvestigated

We have made improvements:

Our people have stepped up to support the organisation in confronting those who were corrupting our integrity



6.1%

The overall average vetting refusal rate in 2023/24 was 11.4% up from 5.3% in 2021/22

The use of internal reporting (across all reporting lines) has **tripled** from 405 in 2021/22 to 1,389 in 2024/25

The number of anti-corruption investigations **doubled** from 244 in 2020/21 to 482 in 2023/24

The introduction of the Complaints Resolution Unit (CRU) has resulted in improved end-to-end timeliness for public complaints with a 45% reduction

WHAT WE HAVE DONE

Community Crime-fighting:

Despite our overall budget and headcount shrinking (by 3,300 people) we have put more resources into our priority areas like VAWG, child protection and neighbourhood policing

We've strengthened our neighbourhood policing teams

Our new neighbourhood policing model means that our boroughs now have an additional 1,000 personnel, ranging from Superintendent to PCSOs, working closer than ever with communities to understand their concerns

We've now made it easier for communities to connect with their local officers by launching a new two-way community engagement tool Met Engage

We've grown and improved our command which protects women and children

We now have **650** more officers and staff working in our public protection teams that deal with VAWG and child protection

As of 20 March 2025, a total of **126** people have been charged with **573** offences

We launched the **V100 programme** which uses data to identify and target the men who pose the highest risk to women

We have launched a new **Victim Focus Desk**, which handles around 30,000 calls every month and makes it easier for victims to get updates on investigations

Trained **11,000** front line officers to identify exploitation and to address victim blaming language

We have trained **8,000** officers to get better at identifying child exploitation

We have put an **extra 45 people** in our Online Child Sexual Abuse Exploitation (OCSAE) to better protect children

We've launched a **new action plan** to reform how we tackle Violence Against Women and Girls

WHAT WE HAVE DONE

Culture Change:

We have put some basics in place that enable us to better support our officers and staff to thrive and build a better culture

We have launched a new Culture Plan and the London Race Action Plan, to confirm our commitment to becoming a proactively inclusive and anti-discrimination organisation and the steps we will take to get there

We have embedded a new set of values and guiding principles in our promotion and performance processes, to make sure all of our staff and officers live and embody our Met values

We trained 32,500 officers and staff and gave them all 2 days of face to face training about those values

We've established a Culture, Diversity & Inclusion Directorate to embed the Met's new values and guiding principles and drive cultural change

We're getting more precise in our use of powers and more actively working with communities to deploy them

We launched our new **Stop and Search Charter** co-created with Londoners

95%

HMICFRS found **95%** of our searches had reasonable grounds. Compared to 76% three years ago

[HMICFRS PEEL Inspection of the Met, 2023-2025]

HMICFRS found that **109 out of 112** searches on individuals from an ethnic minority background had reasonable grounds recorded.

[HMICFRS PEEL Inspection of the Met, 2023-2025]

We're becoming more diverse

The Met now has the highest ever level of female and ethnic minority officers: **31.34% (10,632)** female and **17.33% (5,865)** ethnic minority

29%

We have increased the proportion of female officers across all armed commands by **29%**

Our promotion processes now ensure successful candidates reflect the diversity of those eligible, driving greater representation at senior ranks and a more inclusive leadership culture.

We've strengthened our command that roots out those who can't uphold our standards. We are upholding the highest standards and removing those who don't meet them

Since the Commissioner came into post, there has been significant investment, estimated at **£90m**, into tackling corruption, misconduct, and inadequacies in vetting alongside work to transform culture where that is required. We have also put over 200 more people into our professional standards work



WHAT WE HAVE DONE

Fixing Our Foundations:

We are more efficient and effective than we were two years ago despite the fact that we've had to dramatically reduce the size of the Met due to budget constraints

We've delivered over **£1bn** of efficiencies since 2012

Last year we delivered over **£165m** of savings

We are leveraging technology and have pioneered the use of Live Facial Recognition, a real-time crime-fighting tool that can identify wanted and violent offenders on the street. Since 2024, more than **1,000** wanted criminals have been arrested through our use of this technology, including rapists, violent robbers, and paedophiles



We now provide officers with better uniform, kit and equipment so that they can better respond to victims of crime, including:

- **24,000** personal first aid kits to frontline officers
- Replaced over **8,200** tablets with laptops
- Issued **7,414** new sets of Body Armour, with added coverage for knife protection
- Issued **17,000** jackets
- **Improved wellbeing support** to officers and staff, via Trauma Peer Support, health and wellbeing checks, and improved demand and caseload management
- **30,000** mobile phones issued to officers and staff

Baroness Casey found that two years ago there was no proper leadership training - now there is:

First-Line Leaders Programme (Sergeants / police staff equivalents) delivered to 5,819 officers & staff over the last 12 months (99% of target group). First-Line Leaders Programme: delivered to 99% of Sergeants and police staff

Mid-Level Leaders Programme: delivered to 99% of Inspectors and police staff

Senior Leaders Programme: piloted with 100% of Chief Superintendents and police staff

NMfL for Everyone training: delivered to PCs and Band D staff (without supervisory responsibilities) and below



Introduction

KINGSTON AND CHELSEA
HARLETS WANDSWORTH CITY OF
SOUTHWARK
WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY
CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON
HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON
NEWHAM REDBRIDGE RICHMOND UPON THAMES SUTTON WALTHAM FOREST
CAMDEN ROYAL BOROUGH OF GREENWICH HACKNEY HAMMERSMITH AND
FULHAM KINGSTON ROYAL BOROUGH OF KENSINGTON AND CHELSEA
LAMBETH LEWISHAM SOUTHWARK TOWER HAMLETS WANDSWORTH CITY OF
WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY
CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON
HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON

Introduction

As the Metropolitan Police Service, our mission is to deliver More Trust, Less Crime and High Standards through our policing of London. This plan – which has been developed based on our own analysis and feedback from policing and other partners – sets out what we have achieved since we published A New Met for London (NMfL) as our bold plan for reforming the Met, and what we will do next.

This second phase is not a new strategy – it is a continuation of what we set out to do in 2023. This is because we know the best organisations are built and sustained by relentless, step-by-step improvements. We're grateful for and have listened to the feedback we received from partners and the public over the summer – this final plan therefore better reflects the views of Londoners.

Growing demand and a changing threat

Looking ahead over the next three years, we face new challenges. The societal and crime landscape in which we operate is constantly shifting and the communities we serve are increasingly diverse. We therefore remain committed to increasing the diversity of our workforce so it fully represents those communities. Crime is also more complex and based in (and reliant on) technology and artificial intelligence (AI), leading to more challenging and costly investigations with higher volumes of data. Serious and organised crime and terrorist threats are increasingly emanating and being carried out online. Terrorism arrests have reached a five-year high, and in that period the demand from hostile actions linked to foreign states has increased more than four-fold.

Meanwhile, **overall demand on the Met (and the criminal justice system more widely) continues to increase**, with recorded crime in London increasing year on year – a trend that's expected to continue. More people than ever before are contacting the Met: in 2024/25, we received 23.5m 999 calls, an increase of 34% compared to 2014, and 12.8m 101 calls. Demand will continue to increase as London's population does.

London is also a city where global political events play out in the streets. **The Met, as a capital city police service, bears the pressure of most national policing activity.** With that comes a unique and growing demand on policing in London. In 2019, the Met responded to 853 significant events. In 2023/24 that number rose to 1,505 (+76%), taking up around 218,000 officer shifts. As we enter a period of greater global tension, instability, protest and disorder risk, the ability of policing to cope at extreme stretch is ever more important.

A New Met for London 2 – the second phase

With the first phase of NMfL reaching the end of its initial cycle, we're determined to maintain momentum and strengthen our grip on crime and offenders, while continuing to rebuild trust and confidence. **NMfL 2 is an opportunity to reflect, consolidate, and set an affordable yet ambitious plan for delivery**, grounded in the realities of policing London.

In developing NMfL 2, we've considered a range of inputs. We've carried out a full review of our progress against NMfL 1, ensuring we are focusing activity in this second phase in the areas where we still have more to do. We've also considered what HMICFRS has told us in their inspections over the last two years, so we continue to address their findings and concerns, our own assessment of demand, resources and capabilities as set out in our Force Management Statement, and the advice of the London Policing Board.

Our long-term ambition, based on a 2:1 ratio (which we had in the Met in 2012, has historically been the England and Wales average, and is matched in New York City), is to have around 38,000 officers and 19,000 staff. But instead, and even though we've realised more than £1bn in efficiencies and savings since 2012 (including £198m in the last two years alone), **this plan has been developed in the context of a shrinking organisation** (by 3,300 people from the start of 2023/24 to the end of 2025/26) and the tough choices we've had to make as a result. By the end of 2025/26 we will have 31,258 officers. This is roughly as many as in the early 2010s at the height of austerity, when London's population was much smaller. Our budget for the next few years remains uncertain, and the level of funding we ultimately are given will affect the speed and scale of progress we can make over that period – operationally and on improving our technology and estate.

This means **NMfL 2 remains ambitious but necessarily targets outcomes across a narrower range of crime types**, focusing on what Londoners need most from the Met and policing. We'll be more robust about how we spend our time, and we'll continue to prioritise the things that fix our foundations, enable the frontline, and boost productivity through automation and AI.

NMfL 2 will see us shift our focus, from large-scale reform of the organisation to fundamentally improving how we perform too:

- In Community Crime-fighting, we'll continue to focus on putting the public at the heart of precise crime-fighting in London. We know policing is most successful when we have a foundation of working in neighbourhoods, close to and, where possible, *with* the people living and working there. We'll be even more precise in targeting the small number of offenders who cause the most harm, and the places and victims that suffer most.
- In Culture Change, we'll expand on our work to date to build a positive culture that drives operational delivery and performance, fostering continuous improvement and innovation.
- And in Fixing our Foundations, we'll continue to support our people in doing the best job they can for London, whether that is through their own personal development or providing them with the equipment they need.

We've also added two new cross-cutting areas of delivery, which reflect our increased focus on police productivity (enabled by technology and automation and driven by data), challenging some of the things that have diverted us from our core crime-fighting function, and working in partnership to achieve better outcomes for Londoners.

Through this plan, we're determined to make the Met an outstanding local police service for London, which is more productive, delivering better outcomes and keeping the public safe. Every commitment we make in this plan will be accompanied by a mechanism for assuring we're delivering on it. We'll also ensure the right balance between consistency and flexibility.

To track our operational progress, we've set a new performance framework, with four strategic performance objectives that we're aiming towards:

| Strategic Performance Objective | Reduce serious violence in London, focusing on gun and knife crime | Reduce crime and anti-social behaviour in London's neighbourhoods | Tackle the offenders causing the most harm to women and children | Improve the quality of our service to victims and the public |
|--------------------------------------|---|--|---|---|
| Key Performance Indicators (Level 1) | Reduce number of lethal barrelled discharges | Higher percentage of Londoners who think the Met is doing a good job | Increase use of orders to manage VAWG offenders | Higher percentage of Londoners who trust the Met |
| | Reduce knife-enabled crime | Reduce volume neighbourhood and retail crime | Reduce prevalence of VAWG-related violence | Higher percentage of victims satisfied with the Met's service |
| | Increase use of orders to manage violent offenders | Reduce number of anti-social behaviour incidents | Reduce repeat victimisation | 90% of 999 calls answered within 10 seconds |
| | Increase number of serious and organised crime disruptions | Reduce robbery and theft from person | Increase Positive Outcome rate for child sexual abuse and exploitation. | Increase Positive Outcome rate for victim-based crime |
| | Increase Positive Outcome rate for the most serious violence offences | Reduce number of wanted offenders | Increase Positive Outcome rate in relation to V100 (the most harmful) offenders | |
| | | Increased disruption of serious and organised acquisitive crime | Increase Positive Outcome rate for VAWG and rape and other serious sexual offences. | |

This framework (and the entire plan) is based on our own analysis of where improvements are needed, but is also aligned to the government's crime and policing priorities and complements the Mayor's Police and Crime Plan, so we're aiming to achieve the same things over the next three years.

A New Met for London: Phase 2

In this delivery plan, we've made a set of commitments across five areas – three delivery pillars (Community Crime-fighting, Culture Change and Fixing our Foundations) and two cross-cutting areas (Putting Crime-fighting First and Working in Partnership). Meeting these commitments will enable us to deliver against our four strategic performance objectives and achieve our mission. The diagram below shows how each commitment will contribute to delivering each objective.



| Mission | More Trust | | Less Crime | | High Standards | |
|---|---|---|------------|--|---|--|
| Strategic Performance Objectives | 1 Reduce serious violence in London focusing on gun and knife crime | 2 Reduce crime and antisocial behaviour in London's neighbourhoods | | 3 Tackle the offenders causing the most harm to women and children | | 4 Improve the quality of our service to victims and the public |
| Delivery Pillars | Commitments | | | | | |
| Community Crime-fighting | Put communities at the heart of precise crime-fighting in London 1 2 3 4 | Prevent crime through more proactive, data driven policing 1 2 4 | | Build on progress in tackling Violence Against Women and Girls and domestic abuse 3 | Significantly improve our service to victims of crime, driving greater trust and confidence 1 4 | Play a leading role in the national response to serious and organised crime, focusing on criminals causing the most harm to London 1 2 |
| Culture Change | Create a culture that supports our people in keeping Londoners safe 1 2 3 4 | Better protect communities who suffer disproportionately from crime 1 2 3 4 | | Continue to build a positive culture in our specialist units, including armed policing 1 2 4 | Measure our cultural success by combining data with what Londoners and our own people tell us 1 2 3 4 | Uphold the highest standards and remove those who don't meet them 3 4 |
| Fixing our Foundations 1 2 3 4 | Make it easier for our people to do their job | Improve the health and wellbeing of our people | | Create an efficient headquarters that enables better frontline performance | | |
| Putting Crime-fighting First 1 2 3 4 | Deliver precise policing as a more productive, innovative and tech-enabled organisation | Spend less time on 'non-crime' | | Challenge when we have to unfairly pay the bill | Tackle burgeoning bureaucracy | Change how we approach complex, historical investigations |
| Working in Partnership 1 2 3 4 | Work with partners on agreed priorities and solve problems together | Focus on a smaller number of opportunities so our partnership working has more impact | | Break down our organisational barriers and create new opportunities for partnership | | |
| Principles | Communities-first | Frontline-focused | | Inclusive | Collaborative | Precise |
| Values | Integrity | Courage | | Accountability | Respect | Empathy |



Community Crime-fighting

SLINGTON
LAMBETH LEWISHAM SOUTHWARK TOWER HAMLETS WANDSWORTH CITY OF
WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY
CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON
HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON
NEWHAM REDBRIDGE RICHMOND UPON THAMES SUTTON WALTHAM FOREST
CAMDEN GREENWICH HACKNEY HAMMERSMITH AND
FULHAM KENSINGTON ROYAL BOROUGH OF KENSINGTON AND CHELSEA
LAMBETH LEWISHAM SOUTHWARK TOWER HAMLETS WANDSWORTH CITY OF
WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY
CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON
HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON

COMMUNITY CRIME-FIGHTING

Community crime-fighting is how we cut crime, rebuild confidence and strengthen our bond with Londoners, putting the public at the heart of policing in London. This means more than just law enforcement; it's also about working alongside Londoners to tackle local priorities. Building on our progress in the last two years, we'll ruthlessly target the most prolific local offenders, while tackling the threats that are not always visible in neighbourhoods, such as domestic abuse and organised crime.

In July 2023, we said we'd bear down on neighbourhood crime, serious violence and sexual predators, while at the same time take a new approach to building Londoners' confidence. Our officers and staff have achieved a lot, including:

- A transformed neighbourhood policing model and a new investigative capability, with 500 extra officers on the frontline, including more Superintendents, Inspectors and Sergeants in boroughs and more PCSOs as part of dedicated ward teams, as well as new local proactive teams to drive more precise crime-fighting. We've also built new teams to focus on improving case files locally.
- An uplift of 565 officers and staff in our public protection teams saw caseloads reduced to an average of 12.5 per officer (Baroness Casey found caseloads as high as 47). At the same time, we published our Violence Against Women and Girls (VAWG) Action Plan and Children's Strategy, which set out a new 'child-first' approach to improve our safeguarding response. We also increased the number of trained officers in our child exploitation teams.
- We've pioneered the use of Live Facial Recognition, a real-time crime-fighting tool that can locate wanted and violent offenders on the street. Since 2024, more than 1,000 wanted criminals have been arrested through our use of this technology, including rapists, violent robbers, and paedophiles.
- With partners, we implemented Right Care Right Person, which helped to ensure Londoners suffering a mental health crisis received the right treatment and reduced non-crime demand on our officers.

But we've more to do. Shoplifting, phone theft and other types of volume crime remain at unacceptably high levels, as does anti-social behaviour across the city. Public trust and confidence remain too low. We also need to maintain the improvements we've made in cutting serious violence and sexual offending. This chapter sets out how we'll address these challenges, building on our targeted operational activity throughout summer 2025.

A

We'll put communities at the heart of precise crime-fighting in London.

We remain committed to being a police service that understands the problems Londoners face and the crime they experience. For the public, the Met should feel like a service for London, not one that happens to be in London, working together to achieve More Trust and Less Crime.

We'll do this by:

- **Embedding a new, focused approach to frontline policing**, which will drive consistent local crime-fighting – from arrest through to custody. We'll improve how we investigate crime and increase the proportion of crimes we solve, including by accelerating our deployment of volume crime teams and local missing persons hubs, as well as reprioritising officer time so we're focused on local crime-fighting. Through our new rotation policy, all officers will maintain their connection with, and understanding of, the city they serve by more regularly undertaking local roles in Basic Command Units (BCUs) that are aligned to communities. This will also help us manage abstractions from frontline duty in a more effective way, so we have more officers available for deployment.

DELIVERY TIMELINE



- **Investing further in our local neighbourhood crime-fighting teams** and deploying our Special Constabulary into communities, delivering on the government's Neighbourhood Policing Guarantee and increasing our capacity for tackling volume crime and anti-social behaviour. We'll take advantage of the newly established national training programme to provide our officers and PCSOs with the skills and knowledge they need to build trust and address local concerns. When our neighbourhood officers are deployed, they need to be able to understand who and what they're dealing with, so, through new situational awareness tools, we'll ensure they have that information and data at their fingertips. We'll also protect our existing neighbourhood presence by reducing the extent to which our partners rely on us for work outside our core responsibilities, such as educational work in schools and health and social care.

DELIVERY TIMELINE



- **Ensuring our local crime-fighting priorities are influenced by communities.** This will mean directly engaging with Londoners and key stakeholders through more neighbourhood patrols, better partnership working and co-location with local authorities, and using digital channels such as Met Engage and social media to better understand and respond to local issues. We'll also use these channels to share our success with communities to build confidence, keep them informed of progress on their case, and offer crime prevention advice through QR codes. We know crime is more prevalent in some areas of London than others – for example, high overall levels of theft are driven by incidents in the West End and Westminster – so we'll target our response on those hotspots.

DELIVERY TIMELINE



“ This feels like local policing – the officers understand our community and are focused on what matters most to us ”

What you will see

- Officers who understand your community and its concerns
- Officers spending more time on local crime-fighting to reduce and solve the most common and visible crimes in your area (e.g. theft, vehicle crime, shoplifting etc)
- Officers who turn up and know who and what they are dealing with

What you will be able to do

- Speak directly with officers on patrol or working within the community
- Use our digital channels (e.g. Met Engage and social media) to get local advice, case updates and hear about progress and success
- Influence local crime-fighting priorities and make sure we stick to them

How it will feel

- **Locally focused** – we will use data to focus on crime hotspots, and you will receive advice and updates based on local knowledge
- **Collaborative** – communication will be two-way. You will tell us your concerns. We will listen and act. You will hold us to account
- **Bonded** – officers really understand your community and stick to local priorities
- **Safer** – as we spend more time and resource on local crime-fighting and anti-social behaviour



- **Reducing crime against business to promote prosperity and growth.** Safe communities are more attractive to domestic and international investors, as businesses seek stable environments to thrive and grow. As the UK's only global city, social media and online coverage of crime in London drives global perceptions of the UK and its safety, impacting business decisions, consumer confidence, as well as tourism. When people feel safe, they're also more likely to engage in work, innovation, and education, leading to increased productivity. We'll work with business, from global companies in Canary Wharf, to West End theatres and small shops in the town centres of outer London to develop policing plans that address the specific threat they face. We'll do more to share information with those businesses, building much richer partnerships that are more effective in tackling crime.

DELIVERY TIMELINE



A safer London unlocks opportunity. It gives our communities space to grow, our businesses the confidence to invest and our city the strength to thrive

What Londoners will see

- Busier, vibrant high streets and public spaces used throughout the day and night
- Decline in visible crime, anti-social behaviour, and boarded up businesses
- Growth in local start-ups, job opportunities and cultural events
- Increased use of public transport and green spaces

What businesses will be able to do

- Attract global investment and major employers beyond central London
- Empower youth and community organisations to shape safe, prosperous neighbourhoods
- Reduce economic crime costs and fear, freeing up public and private resources

What society will feel

- Greater public trust in institutions and each other
- A shared sense of safety and pride. Civic belonging in communities
- More optimism about London's future as a place to live, work and raise a family

- **Reducing the impact of major capital city events on local crime-fighting and building community resilience.** We're fortunate in London to enjoy a wide array of major events, such as concerts, festivals and royal occasions. However, policing those events takes officers away from their role in communities. We'll take action to ensure we continue to provide a proportionate level of resource for each event, striking the right balance so we do not dominate the occasion, nor do we leave it open to disruption. We'll also continue to work with the Home Office to secure payment from those who create or run events that take officers away from

neighbourhoods, while recognising that these events are a public good, valued by Londoners. In light of global and domestic tensions, we'll work with government and other partners to build resilience in communities to any major incidents that happen in London, ensuring that emergency planning is more effective. Our local crime-fighting culture will mean we're well placed to engage with communities to understand any concerns they may have.

DELIVERY TIMELINE



- **Encouraging and enabling greater community scrutiny of our policing**, and seeking more support, advice and collaboration. This will mean working with MOPAC, Independent Advisory Groups, and other local partners (including through Ward Panels) to help us stay on the right track and remain confident we're focused on Londoners' priorities. We'll launch 32 borough roadshows to support the publication of this plan, so we can work alongside Londoners to deliver it.

DELIVERY TIMELINE



B

We'll prevent crime through more proactive, data-driven policing.

Our first duty as a police service is to prevent crime. To achieve this, we'll become an organisation that is more proactive, data-driven and offender-focused, using technology to drive positive operational outcomes.

We'll do this by:

- **Ensuring the frontline has access to all the information, insight and intelligence they need, when they need it.** Through shared data platforms, PowerApps, and intelligent situational awareness technology, we'll ensure the right operational data reaches and is readily available to response officers and investigators for swift and accurate decision-making. We'll also implement the new Law Enforcement Data Service (LEDS), increasing frontline officers' access to national data and improving their ability to protect the public. This will mean that, when an officer walks into any situation, they know who they may encounter and the risk they may face. This will be delivered through the Putting Crime-fighting First chapter later in the plan, but it's critical to effective community crime-fighting.

DELIVERY TIMELINE





The right information is in front of me at the right time, so that I can quickly make safe and smart decisions

What you will see

- Live intelligence on incidents, threats, and real-time area updates directly to your device, with no need to check multiple systems.
- A single view of offender history, risk markers and safeguarding concerns.
- Real-time data from our systems, national alerts, and partner intelligence on the go
- Alerts when nearing high-risk locations, repeat addresses, or known offenders.

What you will be able to do

- Instantly verify identities using fast, accurate biometrics or facial recognition.
- Access full case histories, safeguarding flags and intelligence summaries whilst on patrol, giving you crucial context before making decisions.
- Use systems to share real-time observations with partners without duplication.

How it will feel

- **Assured** – able to make informed decisions with accurate, complete data at your fingertips.
- **Empowering** – able to act with foresight to prevent incidents, not just react to them.
- **Supportive** – your decisions are backed by data, technology, and a connected policing network.

- **Enhancing our intelligence and investigative capabilities, including in neighbourhood teams, through technology and data.** This will include working with TfL on their Vision Zero 2 to strengthen data-led roadside policing and eliminate fatalities and serious injuries on London’s roads, and reviewing how our own Serious Collision Investigation Unit operates. It will also mean continued, more productive use of biometrics and facial recognition technology to locate and more precisely target high-harm offenders and hotspot locations. We’re already piloting innovative tools in this area, such as one that will more quickly – and in real time – help to identify offenders whilst on patrol and static cameras attached to street furniture.

DELIVERY TIMELINE



- At the same time, **joining up more of our covert capabilities with partners**, including London regional policing and the National Crime Agency (NCA), to reduce duplication of effort and increase operational impact. This means spotting and taking advantage of opportunities to do things only once as a single law enforcement community, becoming more efficient by sharing skills, data, resources and assets. We remain committed to Community Safety Partnerships, through which we’ll ensure the partners we work with every day have the information they need to fight crime alongside us.

DELIVERY TIMELINE



- **Reshaping our organisational approach to offender management**, building on our success in using data to target those who commit VAWG (V100) and working with partners in the probation service. We'll expand on this work to identify and target the most violent, prolific and high-harm offenders across London and across other crime types, using advances in intelligence collection and analysis and a new common data platform to generate critical operational insights. This will mean we can more precisely task operations against those offenders, devise more effective plans for managing them after they've been convicted or released from prison, and give our neighbourhood teams clear messages about who are the most harmful offenders in their ward. We'll also use data to target specific hotspot locations and specific crimes, including retail crime and robbery.

DELIVERY TIMELINE



- This new approach to offender management will mean we'll become better at **preventing and addressing repeat crime and anti-social behaviour**, since we'll be able to either limit the ability of the most prolific or harmful offenders to operate or take them off the street altogether. For example, by concentrating our efforts on the most persistent offenders, this year our team in Orpington arrested 13 prolific thieves responsible for 80% of shoplifting in the area, which saw reported retail crime go down by about 70% in the area. Combined with the work of partners, collectively this will stop more individuals from reoffending or becoming involved in crime at all.

DELIVERY TIMELINE



C

We'll build on our progress in tackling Violence Against Women and Girls and domestic abuse.

Although we've made significant progress over the last two years, the scale of VAWG offending across London remains too high, the proportion of crimes we solve remains too low, especially for rape, and reoffending happens too often. The Office for National Statistics estimates that one in eight women in England and Wales were victims of sexual assault, domestic abuse or stalking in 2024/25. Victims and survivors of rape and sexual violence continue to experience poor justice outcomes, including re-traumatisation and court backlogs. As the nature of VAWG offending continues to evolve and becomes more complex, so must our approach to tackling it. This means continuing to improve how we police, but it also means reforming the criminal justice system on which victims rely.

We'll do this by:

- Delivering the full ambition of our Violence Against Women and Girls Action Plan**, continuing to build trust and confidence, relentlessly pursue perpetrators, and improve the safety of women and girls in London's public spaces (including the nighttime economy), in private and online. This will support the Mayor's new VAWG strategy. At the heart of our plan are commitments to both solve more cases of rape, domestic violence, stalking, child abuse and other predatory offending and to target the most dangerous offenders to get them off the streets before they can harm again. But we'll also expand our focus to tackle non-contact offending such as indecent exposure. We'll increase our use of orders such as Sexual Harm Prevention Orders to reduce reoffending and provide stronger protection to victims in relation to VAWG and exploitation. We'll share more data on VAWG with partners and the public - through an accessible VAWG Performance Dashboard - and use it to reduce disparity in outcomes.

DELIVERY TIMELINE



- Ensuring a consistently high level of service to those reporting rape and other serious sexual offences (RASSO)** by more widely applying the Operation Soteria principles to public protection investigations, including domestic abuse. This means taking a victim-centred, suspect-focused and context-led approach to investigations, building trust with survivors and helping us to secure best evidence for when cases reach the courtroom. This will be supported by a frontline development programme on public protection, which will cover how to

identify and respond to vulnerability involving young people, the complexities of domestic abuse, the initial investigation of rape and sexual violence, non-contact sexual offending, stalking awareness, and victim blaming language.

DELIVERY TIMELINE



- **Embedding and delivering our Children’s Strategy**, taking a child-first approach to how we police in London. Through this strategy, we’ll build strong and trusted relationships with London’s children, increase our efforts to prevent and reduce crime committed against children, and do more to identify those who exploit and abuse children and bring them to justice. Our Dedicated Ward Officers for children and young people will play a key role. We’ll ensure children who engage in criminal behaviour have access to appropriate and effective interventions and ensure our officers are able to safeguard all children. We’ll also explore how we can use out-of-court resolutions most effectively. However, we continue to have a duty to safeguard the public from harm so, in some instances, children’s offending needs to be met with robust enforcement action. There will be times when we’ll need to make use of the coercive, intrusive and (on occasion) use of force powers made available to us in law.

DELIVERY TIMELINE



- Part of this also means improving how we work with partners, setting out clearly the role of the police in keeping children safe. Specifically, we’ll relaunch our involvement in Operation Encompass, supporting children exposed to domestic abuse. This operation is a national police and education safeguarding partnership enabling schools to offer immediate support to children experiencing domestic abuse. It ensures there is an early intervention, such as a telephone call or notification to a school’s safeguarding lead prior to the next school day after a domestic abuse incident.

DELIVERY TIMELINE



D

We'll significantly improve the quality of our service to victims of crime, driving greater trust and confidence.

We've made considerable progress in this area over the last two years: we've provided more victims with Victim Information Leaflets and more victims are receiving updates after key milestones in investigations. We've improved the victim letters that we send in the event of taking no further action or screening a crime in for investigation - we've done this in partnership internally and externally, including through Victim Voice Forums, to ensure our content and language is both informative and empathetic. We'll shortly launch Victim Care and Trauma Awareness professional development across the Met and will also be incorporating a new Victim Needs Assessment within Connect (our case management system). This will enable officers and staff to tailor their response to the victim's needs.

However, we know the service Londoners receive from the Met is not yet good enough. We're still taking too long to respond to crime and to bring cases to court. Sometimes the type of outcome we achieve isn't the right one for the victim. And, put simply, we're not solving enough crime. This needs to change - we need to ensure public service and our duties to victims are a priority for our entire workforce.

At the same time, we're having to deal with a wider criminal justice system whose delayed court proceedings and sentencing policy shifts risk into London's communities. Cases in London take significantly longer to reach a final prosecution, which is particularly challenging in the context of our improving operational performance, which is placing more offenders into the system. If we do not address some of those fundamental failures, it'll mean more victims being disappointed and ultimately dropping out before they can get the justice they deserve.

We'll do this by:

- **Transforming how we initially respond to crime, becoming faster and better.**
We'll maintain the improvements we've already made on call handling and implement a new Resolution Centre that will provide a fast, professional service to the public and mean we can identify named suspects sooner. We'll also invest in first responder drones, stationed across London for rapid deployment to incidents, where they'll quickly secure video and other evidence. Taken together, this will ensure frontline officers have more time to pursue the most prolific or most harmful offenders.

DELIVERY TIMELINE



- **Ensuring that Londoners’ concerns are addressed by the most appropriate public service**, building on the success of Right Care Right Person. This will mean the public gets the response they need, not simply what is available. We’ll use the Met’s control centre to quickly signpost Londoners contacting us towards the right service, no matter how they get in touch. This will also reduce demand on our officers, meaning they can focus on cutting crime. One example of this approach will be working with partners, including MOPAC, to transform the multi-agency response to children who have been taken into police protection so they receive the best possible care.

DELIVERY TIMELINE



- **Modernising and converging physical and digital forensics services** from the crime scene through to conviction to support crime management, investigations, victims and the criminal justice process. This will include using technology to provide early forensic assessment and prevention advice to victims. By bringing these services together, we’ll also drive efficiencies to reinvest in this space. We’ll continue to deliver our criminal exhibits transformation programme to improve how we manage and store evidence. Together, this will mean we can secure better evidence, improving the likelihood of achieving a positive outcome for victims.

DELIVERY TIMELINE



- **Improving victim and witness care and the experience they have of the Met, encapsulating it in a new Victims Strategy.** First, we’ll work with partners, including MOPAC, to map the end-to-end criminal justice journey for victims, improving the overall service by reducing hand-offs and better monitoring victim withdrawal. Most importantly, we’ll ensure the service we provide consistently meets our obligations under the Victims’ Code, so victims of crime understand and are understood and have the information and support they need. This will include tailored support and information throughout their journey through the criminal justice system, through whichever channels work best for them. We’ll also establish Virtual Integrated Prosecution teams, working with the Crown Prosecution Service (CPS), the third sector, and the courts to improve our service to victims of crime through more regular contact. We’ll ensure our Victim Focus Desks operate a service recovery model, identifying and troubleshooting victim issues, addressing them before a victim considers

withdrawing. We'll do more to identify best practice and make sure that is shared and embedded into a more consistent service to victims.

DELIVERY TIMELINE



- **Maximising our use of out-of-court resolutions** where it will offer a better outcome for the victim. A criminal justice outcome is not always what a victim of crime wants, especially if it means having to endure a lengthy investigation and journey through the courts. Out-of-court resolutions are known to improve positive outcomes for victims of lower-harm offences and reduce the offending rates of first-time and lower-harm offenders, diverting them from crime altogether. We're already piloting several options, including Community Resolutions, greater use of Police Adult and Youth Cautions, and Penalty Notices for Disorder.

DELIVERY TIMELINE



“ They didn’t just go through the motions; they listened to what I needed. I felt supported the whole way through and, in the end, it was the right result for me ”

What you will see

- A tailored response from first contact to outcome, through your channel of choice
- Faster call handling and quicker suspect identification through our Resolution Centre
- A joined-up team working together from first response to custody, giving a smoother experience
- Officers who listen, adapt, and act in a way that delivers the right result for you
- Spending more time tackling the most harmful and prolific offenders, making communities feel safer

What you will be able to do

- Choose how to report and get clear updates throughout, in the way that suits you
- Easily find out when your crime has been solved
- Share evidence digitally and contact the Victim Focus Desk with questions
- Access wrap-around support and services beyond the police
- Work with restorative justice practitioners for quicker, more personal resolutions

How it will feel

- **Empowering** – you’ll have real choices about how to engage and what support you need
- **Compassionate** – your needs will shape the officer’s response. You are informed of progress and signposted to the right support organisations
- **Supportive** – officers will guide you through, check in, and help you feel able to stay with the process from start to finish
- **Responsive** – there are alternative options for justice when a lengthy court case is not what you want

E

Play a leading role in the national response to serious and organised crime, focusing on criminals causing the most harm to London.

Serious and organised crime, as well as being a national security threat in its own right, is a driver for a lot of the crime that takes place in London. Organised crime groups (OCG) control the supply of drugs and guns across the city, are responsible for stealing and exporting vehicles and, increasingly, exploit children and young people to do their bidding. We’re also seeing organised criminals take control in areas such as mobile phone theft and retail crime. We’ve made significant drug seizures and the number of guns on London streets is assessed to be at a low. But there is more to do.

We’ll do this by:

- **Expanding our Clear, Hold, Build activity**, which we’ve already put in place in some London boroughs. Clear, Hold, Build puts the community at the heart of the response from the outset, ensuring decisions are made with them and not for them. It’s already taken effect, removing the most prolific or harmful offenders from communities and making those areas safer. For example, we closed 22 drugs lines in Finsbury Park alone, and activity on one housing estate in Barnet, following 15 shootings, led to 311 arrests in just six months. There have been no shootings since. Clear Hold Build will be supported by ongoing work to suppress violence and tackle gun crime, including Operation Orochi, which is dedicated to closing County Lines and reducing the harm arising from this violent exploitative model of drugs supply.

DELIVERY TIMELINE



- **Increasing the number of organised acquisitive crime offenders brought to justice** for linked series offences and the number of related OCG disruptions. We know that much of the crime taking place in neighbourhoods, such as shoplifting and phone theft, is driven or carried out by a small number of prolific offenders. We’ll therefore target those offenders – including handlers and exporters of mobile phones – to maximise our impact on overall crime levels. We’ll also continue to press industry to play their part.

DELIVERY TIMELINE



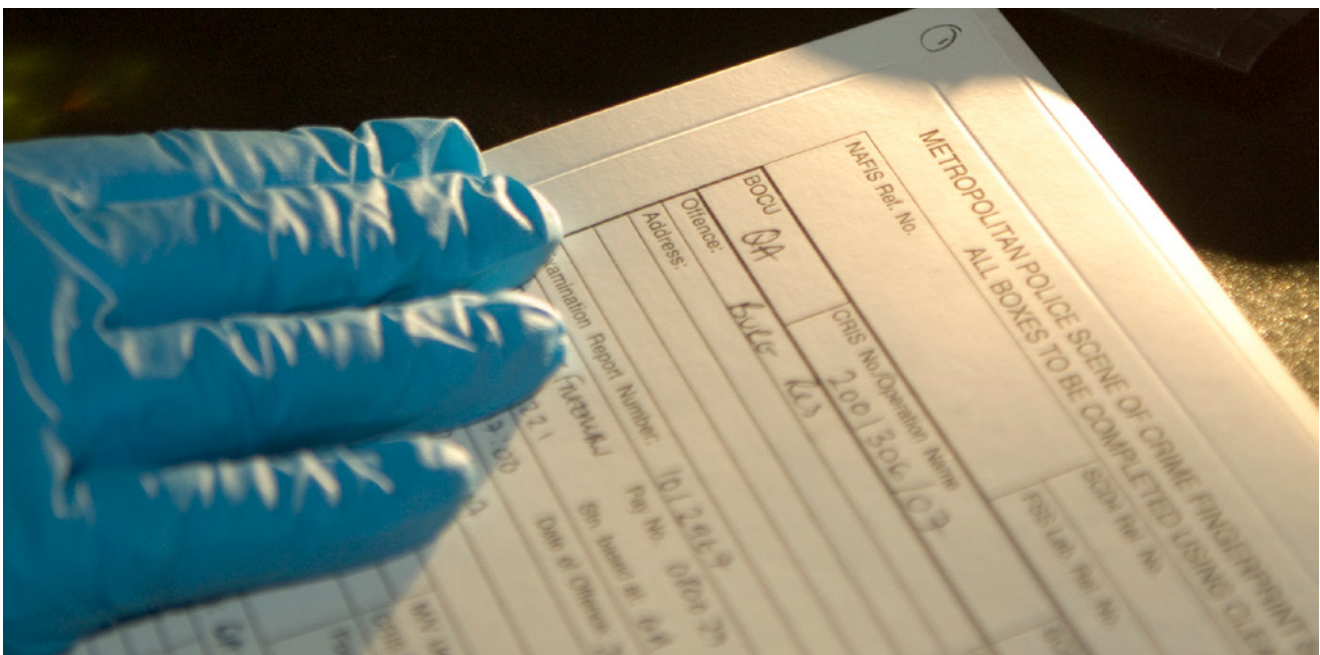
- Proactively responding to London’s middle market in drugs and firearms.** This will mean continuing to work closely with the NCA to tackle offending that cuts across county borders and disrupt the supply and distribution of illegal prohibited weapons through online marketplaces and social media. This will also see us undertaking more intelligence-led operations against known offenders, locations and drivers of knife-enabled crime.

DELIVERY TIMELINE



- Improving our response to online and financial crime,** working closely with the NCA and the City of London Police. This will mean supporting and developing officers in investigating this type of offending and dedicating more resource to what can be lengthy, complex cases. Through this work, we’ll seek to take advantage of opportunities for income generation, such as more seizures of criminal assets, proceeds of crime and cryptocurrency. On fraud, we’ll pivot from what is currently a reactive response towards greater proactivity and suspect-led investigations, working with the National Economic Crime Centre to tackle the underlying organised criminality. Ultimately, this will lead to better outcomes for victims.

DELIVERY TIMELINE







Culture Change

NEWHAM
ISINGTON AND CHELSEA
S WANDSWORTH CITY OF
LAMBETH
SOUTHWARK
S WANDSWORTH CITY OF
WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY
CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON
HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON
NEWHAM REDBRIDGE RICHMOND UPON THAMES SUTTON WALTHAM FOREST
CAMDEN ROYAL BOROUGH OF GREENWICH HACKNEY HAMMERSMITH AND
FULHAM ISINGTON ROYAL BOROUGH OF KINGSTON AND CHELSEA
LAMBETH LEWISHAM SOUTHWARK TOWER HAMLETS WANDSWORTH CITY OF
WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY
CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON
HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON

CULTURE CHANGE

We're proud to police London by consent, but, as we recognised in 2023 when we published NMfL, and more recently in light of the horrific behaviour we saw at Charing Cross police station, that consent is hard earned and easily lost. It puts at risk our ability to maintain Londoners' trust, especially women and minoritised communities. It undermines the good work of those across the Met and damages their sense of pride and vocation – again especially those targeted by the racism and misogyny on show. And such vile behaviour holds back our organisation and our ability to succeed.

London is one of the most globally diverse cities in the world and has a rich history of welcoming people from different countries, religions and cultures. In today's volatile world, where both national and global issues manifest on London streets, it's more crucial than ever that the Met understands, reflects and serves London in its entirety.

Acknowledging the different cultures in London and understanding how our own policing culture impacts on the service we deliver is critical. Policing by consent requires us to secure the trust and confidence of all the law-abiding communities we serve. There are some outstanding aspects of our culture – courage, selflessness, bravery, teamwork, and a 'can do' mentality – but these are not enough if we are to police with the active support and cooperation of Londoners crucial to our success in fighting crime.

Culture change is not only a top-down exercise; culture changes when officers and staff at all levels across the Met are working alongside Londoners, driving progress – as we've seen over the last two years. When we began this process of change, a minority of our people did not fully share our values – the vast majority did and still do and stepped up to support the organisation in confronting those who were corrupting our integrity, addressing misconduct, and removing those who have no place in policing. Examples of this include:

- Under Operations Dragnet and Operation Trawl, we ensured every member of the Met's workforce was checked against the Police National Database and Police National Computer (PNC) for any previously unidentified convictions. Operation Dragnet is now run annually. Under Operation Onyx, we reviewed all officers and staff who had an allegation of sexual or domestic abuse made against them in the past 10 years, but which did not result in a dismissal at the time. 378 individuals have now left the Met as a result.
- Initially, we increased the number of misconduct investigations we undertook, with the number doubling from 244 in 2020/21 to 482 in 2023/24. We also introduced Lawful Business Monitoring across the organisation to ensure police systems are used appropriately and lawfully, and to more proactively identify potential misuse, misconduct and/or criminality.

- Under Operation Assure¹, 96 officers have been dismissed or resigned due to vetting removal. Following the High Court ruling against the Met in this area, we welcome the new regulations dealing with the issue of vetting related to dismissal. This will provide legal clarity on our approach and allows us to progress in a lawful, fair and swift manner. The overall vetting refusal rate in 2023/24 was 11.4%, up from 5.3% in 2021/22. To support the overwhelming majority of decent, honest, hardworking officers and staff, our focus remains on refusing vetting to those not suitable to work in policing.

This remains an organisational effort, driven by the vast majority of our people who are dedicated to serving the public and exhibit the highest levels of integrity. Our work has enabled them to more confidently report cases of poor behaviour and support others in doing so, including through our Upstander programme.

The Commissioner has for three years been clear there are deep-rooted, long-term, systemic issues in the Met that lead to racism, homophobia, misogyny, and all other forms of discrimination; and, regardless of the progress we've made so far, there's still work to be done. But culture change is not solely about stopping bad behaviour and removing those who should not be working in the Met. Sustainable change requires us to address those systemic issues and their root causes. This includes changing and improving the policies, processes and leadership practices that underpin how the organisation runs.

We're committed to building a culture of concern for communities, caring for victims and harnessing the can-do attitude of our people to innovate and improve. We've already created a foundation of basics that underpin that positive organisational culture. This includes new leadership and culture development programmes, senior leadership mentoring, and ongoing work to embed our values and guiding principles, which set the expectations for how we should behave and how we should police. As part of our new Performance Development Review (PDR) process (which has gone from compliance of 33% in 2021/22 to 82% in 2024/25), we now also consider how our people behave and not just what they deliver, to determine their success; this is also a critical part of how we select future leaders in the Met.

We've developed and launched a Culture Plan and a London Race Action Plan, supported by dedicated resources, through which we'll continue to tackle discrimination, address systemic issues, and strive to be an anti-racist organisation. We'll welcome and act on a wide range of external expertise that will help us achieve this (as we did most recently with Dr Shereen Daniels and her 2025 report). Treating everyone with respect will assure all law-abiding Londoners that we're moving in the right direction and ensure all our officers and staff feel supported, making us far more effective at fighting crime.

Culture change is a long process, and we should not expect change from one day to the next. We remain committed to building a more positive culture in the Met and driving better outcomes we, and all Londoners, want to see.

The Met's leaders must lead the way. They must embody and actively promote our values and principles, part of which will mean being more transparent in how decisions are made in the Met and involving our people in those decisions. They will prioritise improving performance – of our people and the organisation – and removing

¹ Assure is a programme of prioritised vetting reviews for serving officers and staff where we hold significant adverse information that necessitates a review of that individual's vetting clearance.

the barriers to doing so, including by using the insights from the annual staff survey as an accelerator of change. And they will be inclusive, capturing community insight and frontline experiences to support a culture of innovation and continuous improvement.

A

We'll create a culture that supports our people in keeping Londoners safe.

Communities are at the heart of policing, and we must serve them all without fear or favour. We want to be an organisation where our officers and staff understand Londoners' concerns and are passionate about playing their role in addressing those concerns. We'll create a culture that is victim-centric and locally focused, which will allow us to carry out more precise crime-fighting across London, with better operational outcomes for those we serve.

We'll do this by:

- **Promoting an ethos of public service and duty.** We'll change policies (including on tenure and overtime) to ensure leaders have what they need to foster a positive culture and deal with negative cultures where they find them. We'll do more to reward positive examples of public service, including a dedicated recognition pathway for outstanding victim care, and revisit our approach to celebrating our rich cultural history. And we'll bring in third sector organisations to work with us on our culture change, using their expertise and experience and the independent scrutiny they offer.

DELIVERY TIMELINE



- **Supporting our people to police London in the right way,** building a Met where our values and guiding principles set the tone for how we behave and interact, where good people can thrive, and where people feel confident to speak out and support others to do so. The values and principles training and changes to our performance management system are a strong start, but how we use that to lead over the next three years is what will shape our future culture. To support our leaders, we've already developed a tool that allows them to diagnose the cultural strengths and weaknesses in their command. We'll use this data to develop local evidence-based interventions and action plans, but we'll also move beyond current tools to embed change more generally - in leadership development, recruitment and daily practice. We're also committed to ensuring our officers are confident in using the powers they hold, knowing that their leaders support them in doing so. Part of this will be continuing to work with government to improve police accountability arrangements.

DELIVERY TIMELINE



- Embedding a culture and working environment of continuous improvement and innovation.** Through professional development and strengthened line management, our frontline will have the skills and confidence to solve local problems proactively, seeking opportunities to do things better or differently, with the support of leaders and in the knowledge that we’re sometimes allowed to get things wrong. This will also drive greater individual accountability for performance. To support this improvement, we’ll continue with well-established reverse mentoring schemes, and introduce new community mentoring schemes, and the Met’s leaders will consistently model openness to feedback and a willingness to learn from success and failure – they will be assessed against this through their annual PDR. We’ll also embed regular feedback mechanisms, including data dashboards, to empower our people to track performance, adjust their approach, and identify bottlenecks that hinder productivity.

DELIVERY TIMELINE



- Ensuring our people have the skills and tools to carry out effective local crime-fighting in practice,** making a fundamental shift towards providing the service victims need and tailoring our service to the locations we work in. We’ll introduce new content into our existing leadership courses and create a local crime-fighting toolkit that can be adapted for different settings and communities. We’ll introduce an annual award for the highest-performing local crime-fighting partnerships, which will ensure best practice is shared across the organisation.

DELIVERY TIMELINE





There's a real sense of progress. I'm supported to thrive, trusted to lead, and part of a Met where everyone's contribution to protecting Londoners is valued

What you will see

- Colleagues who are open, accountable and care about doing the right thing
- Recognition for what matters, professionalism, victim focus and community work
- Supervisors who lead with impact and hold themselves to high standards
- Teams that put their communities at the heart of the decisions they make

What you will be able to do

- Call out poor behaviour and know it will be dealt with
- Lead conversations about local crime priorities and shape how we respond
- Work with officers from other teams and specialisms without silos
- Focus on your performance and development with meaningful feedback and support

How it will feel

- **Connected** - proud to be part of a Met that reflects the best of London and close to the community you protect
- **Reassuring** - supported by leadership that values performance, wellbeing and development
- **Inclusive** - proud of standards we uphold in a place that values diversity
- **Inspiring** - culture that reflects the reason you joined

- **Ensuring local community needs, views and concerns are at the heart of the Met's decision-making**, including at the highest level. Every quarter, the Met's Management Board will invite and hear from community representatives and victims of crime on what is going well (ensuring we celebrate success) and on what more the Met needs to do. All senior leaders from Management Board down will have a specific community or victim-based performance objective each year. We'll also encourage this practice at all other levels of the organisation. We'll continue to seek new opportunities to engage with communities from across London, supporting our established and valued forums such as Independent Advisory Groups.

DELIVERY TIMELINE



- **Introducing a new rotation policy to put the needs of communities first**, ensuring officers and staff with the right skills and experience are in the right places to keep Londoners safe. We expect our officers to spend time working in roles closer to London's communities, so officers who've not worked on a BCU for 10 years or more will be considered for rotation from April 2026. Each year we'll assess operational demand, experience levels and our vacancies against the number of officers eligible for rotation, their skill sets, and where they are based. This will inform the number of officers we need to rotate and where to. More movement creates more opportunities - for our people to learn from each other, solve problems, and improve our service to the public.

Moreover, independent reviews have shown that negative subcultures can develop where teams stay the same for years, so this movement will help maintain high standards.

DELIVERY TIMELINE



B

We'll better protect communities who suffer disproportionately from crime.

Some of London's communities suffer disproportionately from crime and historically have been underprotected. Our efforts in policing London need to be proportionate to the level of harm and not to London's overall population demographics. Public rhetoric around policing has, with good intentions, often ignored this nuance, sometimes discouraging officers from deploying the tactics and powers that will best protect communities at greatest risk. An example of this has been identified in other forces in the case of grooming by Pakistani men.

Our own history on race and diversity makes our response more challenging. Too often we have fallen short – and in some high-profile cases, which have shaped modern policing, well short – of the standards Londoners have every right to expect. Over the last two years, we've taken positive steps towards eliminating systemic bias from our own decision-making. This has included closing the confidence gap between female and male Londoners (with both groups reporting a 74% confidence level), increasing trust among black Londoners (they are now 10% more trusting of the Met than two years ago), and recruiting a higher percentage of officers and staff who are female, black and/or from an ethnic minority group. In tackling victim blaming language, we're ensuring that we see victims and the risks to them more clearly, meaning our interventions are tailored to individuals and we achieve better policing outcomes. We've also trained officers to understand and avoid the 'adultification' of children, which we know can lead to disproportionate policing.

Over the next three years, we're determined to build an inclusive Met culture where everyone can thrive, are connected to and involve communities in local policing, and use their powers without fear or favour and with respect, focused on criminals and crime hotspots regardless of protected characteristics. As we do this, we'll pay particular attention to tackling systemic bias that may affect the three groups who have lowest trust in us – black, LGBT+ and disabled Londoners.

We'll do this by:

- **Strengthening our work to cut crime in the worst-affected communities, where there are ongoing low levels of trust in policing.** We know other communities do not always feel confident engaging with us, meaning they face crime whilst also feeling isolated from the police.
- We'll better serve London's communities who suffer most from crime, are disproportionately victimised, and are underprotected deploying the full range of tactics and interventions at our disposal. We'll implement and embed the Stop and Search charter, building officers' confidence to use this critical policing tool to prevent crime and save lives, targeting its use according to the level of crime recorded in a certain area or community. At the same time, we'll encourage independent scrutiny of how well we comply with the charter, and take action where it identifies poor practices, inappropriate behaviour or discrimination.

DELIVERY TIMELINE



- The previous chapter sets out how we'll work with communities to tackle crime. But it is essential our culture is an inclusive one where we tackle crime fairly, transparently and without bias. We'll continue to deliver the London Race Action Plan, growing our network of independent advisory groups, peer review groups and oversight bodies. We'll close the feedback loop so the time communities spend providing oversight and feedback has a direct impact on training and delivery of operational services. Building on our work with faith groups at recent protests in London, we'll engage with other groups to ensure our public order policing is set up to succeed. We'll hold quarterly public insight events in communities, where Londoners can ask questions and improve their knowledge of the work the Met is doing.

DELIVERY TIMELINE



- Where disproportionality is a result of systemic problems in the Met, we'll ensure we actively examine all aspects of our service provision, internal systems and processes for evidence of disproportionality, and design it out where possible. Through a scientific approach, we'll ensure we understand the reasons that sit behind disproportionality to the greatest extent possible. We'll enhance line manager and leadership development to ensure issues are identified and addressed at an early stage and improve how we collect the relevant data. However, disproportionality can also be caused either by

historic factors out of our control or can exist elsewhere in the criminal justice system. In the case of the latter, we'll work with the relevant partners to support them in tackling it.

DELIVERY TIMELINE



- We'll ensure every BCU has well-trained LGBT+ liaison officers who are visible, connected, accessible and active in the community to help bridge this confidence gap. They will focus on improving service delivery, driving down hate crime, identifying crime patterns and supporting crime prevention opportunities. We'll also release transparent data on LGBT+ hate crimes and outcomes, with clear plans to address disparities in the Met's response. We'll develop a specific outreach strategy to attract more LGBT+ officers and staff so our workforce is fully representative of the city we serve. We'll also review, with the community, our stop and search and custody practices to ensure LGBT+ Londoners are not treated unfairly.

DELIVERY TIMELINE



- We'll address hate crime against disabled Londoners and discrimination within the Met against disabled colleagues. Where necessary we'll build on our 'disability confident' employer status to strengthen internal policies so we ensure all our people are equipped to recognise and challenge any such discrimination, both within the Met and in their interactions with the public. We'll work closely with disability advocacy groups to better understand the unique challenges faced by disabled individuals and to ensure how we police London is inclusive. We'll continue to encourage reporting of discrimination against disabled individuals, and promote accessibility in the complaint and conduct system, especially for minoritised communities and those with disabilities or neurodiverse needs.

DELIVERY TIMELINE



- Listen to those Londoners who have been let down and drive culture change that is informed by what they tell us.** This will include building a comprehensive set of tools and resources to support the frontline in better understanding our communities, leading to improved community contact and more positive operational outcomes. We'll enhance our own understanding of local cultures by working with communities, MOPAC and subject matter experts, so we have the information we need to police locally. We'll use Victim Voice Forums to improve how we collaborate with victims and their experiences, and will put in place more scrutiny frameworks that allow communities and partners such as MOPAC to examine the quality of casework.

DELIVERY TIMELINE



C

We'll continue to build a positive culture in our specialist units, including armed policing.

Our armed officers bravely police the streets of London every day to protect the public, confronting some of the most complex and dangerous threats. They are highly trained and are the most professional, accountable and cautious in their use of lethal force in the world, and their operations prevent countless acts of violence across our city, saving many lives. They respond to more than 4,000 incidents each year, arrest around 1,600 offenders, recover around 900 weapons, and fire shots in just one or two incidents each year.

While the vast majority of our specialist units are amongst the best officers in policing, the events leading up to July 2023, including the murder of Sarah Everard – and subsequent reviews – highlighted that there were elements of culture that needed to change.

We therefore set out to transform the culture, standards and working practices across our armed policing commands. Since then, we've made significant changes, particularly in our Parliamentary and Diplomatic Protection (PaDP) command, where we've improved how effectively we deploy officers across the Palace of Westminster estate:

- We've overhauled the leadership team and brought in 455 new recruits, meaning the current workforce is made up of 45% new people compared to March 2021.
- We've reduced the supervision ratio for Sergeant to PC (from 1:16 to 1:7) and supported working time regulations and officer welfare (capping officers working above 1,020 hours per 17-week period).
- Through activity such as the Women in Firearms (WiFA) programme, we expect to see an increase in female PaDP officers as we build towards a 20% ambition. Officers in this command will also be required to undertake an attachment back to frontline policing within a five-year tenure.
- From October 2021 to September 2024, there has been an annual reduction in conduct cases and public complaints within PaDP, from 6.21 conduct cases per 100 members of the workforce to 2.95.

But we've more to do.

We'll do this by:

- **Improving recruitment and retention to drive better operational performance.** We'll increase the attractiveness of armed policing roles to secure more of the most talented officers and increase the accessibility of a career in firearms for underrepresented groups and those without firearms experience. This will mean reviewing current recruitment practices, creating new recruitment channels

for priority roles and target groups, and developing better onboarding and retention strategies.

DELIVERY TIMELINE



- **Providing better training to existing and potential firearms officers.** We know the physical location and condition of the primary training site in Gravesend can contribute to the exclusion of candidates due to factors such as long commuting distances, inadequate facilities for female officers, and poor living conditions. We'll do as much as possible to deliver immediate improvements while we review the long-term future of our training facilities. We'll also upskill our instructors, with a focus on consistent application of high professional standards.

DELIVERY TIMELINE



- **Resetting the way armed policing works so it's focused on local threats,** by breaking down silos, increasing officer rotation, and ensuring supervisors work more closely with their teams. It will mean we rely less on static armed deployments and enable officers to be more flexible, agile and aligned to threat, vulnerability and risk locally. We'll also place greater emphasis on partnership working and offender management.

DELIVERY TIMELINE



Over the next three years, we'll broaden our work to change any inappropriate sub-cultures that have emerged in other parts of the organisation, especially in specialist units. Learning lessons from what has worked in armed policing, we'll ensure we build the culture around the majority of officers and staff in those commands who embody our values and principles and tackle any pockets of favouritism, discrimination or self-interest that have appeared.

DELIVERY TIMELINE



D

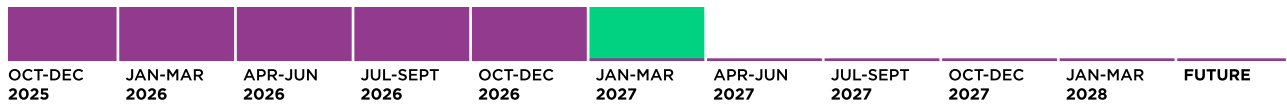
We'll measure our cultural success by combining data with what Londoners and our own people tell us.

Measuring the strength and success of any organisational culture is challenging. Our real success will be a positive change in how it feels to both work in and be policed by the Met, with a reduction in crime levels driving an increase in public trust and confidence. Over the next three years, we'll use data and continuously listen to our staff to help us understand the progress we're making.

We'll do this by:

- **Embedding our new culture across Met systems and processes**, from recruitment and career development to performance management and pay and reward. We'll continue to build cultural measures into the organisation, initially through the culture development tool referenced above. We'll also review our systems and processes to ensure we've considered any impact on underrepresented groups. In the longer term, we'll establish automated metrics which cut across measures in HR, performance, discipline and survey data to provide an early warning system and identify areas of good practice.

DELIVERY TIMELINE



- **Developing a new performance and legitimacy framework** to bring together our culture and standards measures. This will draw on sources like our staff survey and complaints and misconduct statistics to better spot trends across the Met and give our leaders the data they need to act on any problems in their business area. It'll also help us check whether our people are feeling the impact of our culture work and are more confident that they work in a place that supports them and will intervene early and effectively.

DELIVERY TIMELINE



E

We'll uphold the highest standards and remove those who don't meet them.

In the last two years, we've made progress in removing people from the organisation where they've fallen short of the standards we expect – demonstrating our commitment to culture change. But it's clear we still have a long way to go. We'll root out extreme behaviours wherever they occur and tackle the cultural issues that still prevent people from reporting misconduct and unprofessional behaviour; we'll ensure all leaders in the Met don't stand by and let it multiply.

We'll do this by:

- **Proactively identifying and addressing negative sub-cultures and poor performance.** This will mean taking a data-driven approach that makes use of a more in-depth organisational understanding. We'll also actively encourage greater internal and independent scrutiny (including unannounced inspections) to identify areas of concern.

DELIVERY TIMELINE



- **Better supporting victims of the unacceptable behaviour of Met officers and staff.** This applies whether the victim is part of the Met or a member of the public.

DELIVERY TIMELINE



- **Operating in a more agile way to achieve quicker complaints and misconduct outcomes.** We know our misconduct processes take too long, and this significantly impacts the confidence of complainants and officer and staff morale. Through the Professionalism operations centre, we'll prioritise the cases that cause the most harm to trust and the cases that can be resolved quickly (and proportionately). At the same time, we'll move to a more proactive, 'public health' approach which will firmly embed prevention within our ways of working. Primary prevention will mean reducing the incidence of behaviours that generate complaints and misconduct procedures in the first place; secondary

prevention is intervening early when complaints and conduct concerns start to emerge; and the third line of prevention will mean making sure ongoing misconduct cases and complaints are well managed to avoid crises and reduce their harmful consequences.

DELIVERY TIMELINE



- **Improving the timeliness of vetting decisions**, using automation to undertake key checks and algorithms to more quickly sweep social media and open-source information. We'll also continue with the implementation of a new Vetting Case Management System, which will enable faster and more accurate decisions. This will support the work already undertaken under Operation Assure and ensure we can make appropriate use of the new regulations.

DELIVERY TIMELINE



- **Maintaining a sharp focus on tackling racism, VAWG, sexism and misogyny that takes place within the Met.** Although we've made good progress in tackling this, we know we've more to do. We'll continue to encourage our people to report this behaviour – whether they are a witness to it or a victim themselves – and will provide ongoing support so they are confident they'll be listened to and secure the outcome they deserve.

DELIVERY TIMELINE







METROPOLITAN
POLICE

Fixing our Foundations

Image courtesy of Sandor Szmuto

FIXING OUR FOUNDATIONS

Crime is changing, with demand and complexity rising, and tackling it effectively requires a well-run organisation that properly supports and equips its people to meet the challenges they face every day. In July 2023, we committed to fixing our foundations, since they were the root cause of many of the broader problems we faced, and a main driver why we ended up in special measures. Since then, we've made considerable progress, meaning many of those issues have been fixed, and we can now look ahead and begin to future-proof those foundations:

- Fundamentally, we've rebalanced and realigned the Met, meaning that, although we've shrunk as an organisation, we've been able to put more resources and apply new crime-fighting tactics in high-priority areas, including neighbourhood teams, public protection, and our work to counter corruption and misconduct. At the same time, we've lowered caseloads across the board.
- We've done this in part by strengthening core corporate functions in strategic and workforce planning, finance and risk, meaning we've a better grip of the organisation, and the Met is now better run. As part of this we undertook a far-reaching exercise to ensure our organisational design was affordable and we had people in the right places to achieve our strategic performance objectives. This affected all parts of the Met, including those on long-term sickness or adjusted duties. We've also pursued the policy of 'civilianisation', through which we've released officers back to the frontline and replaced them with police staff. We now need to continue that, so our structure remains affordable and matches operational reality.
- We've revamped our professional development offer, including transforming initial recruit training and rolling out a structured, annual cycle of leadership development at all ranks. 99% (6,292) of first line leaders and 99% (1,965) mid-line leaders have now completed their initial five days of training. We also delivered 'A New Met for London for Everyone', our biggest development programme in recent history with 32,500 officers and staff taking part. This course provided our people with the opportunity to operationalise our values and guiding principles and fully understand the part they each play in delivering NMfL.
- We've created a stronger link between performance and promotion, ensuring how well you do your job – and how well you embody the Met's values and guiding principles – has a bearing on whether you're ready to move upwards in the organisation. We've also introduced Career Review Boards at all levels, to improve how we spot and manage talent in the organisation and ensure our people have the support they need to develop.
- We're now providing much better HR support locally. We established People Performance Improvement Teams across all BCUs and OCUs, meaning we're beginning to increase the number of officers available to deploy by more

proactively managing those on long-term sickness and adjusted and recuperative duties. To support our people, we've also launched Trauma Peer Support and extended psychological monitoring to all at-risk roles.

- We've provided our people with better equipment and IT. This includes the initial delivery of Connect, our new case management system, new and improved uniform and body armour, new laptops and 30,000 mobile phones, and more bleed kits and defibrillators. We've also made our fleet more available when it is needed by officers, refurbished buildings and provided more personal storage lockers and catering facilities, as well as responded comprehensively to the Forest Gate police station fire.

A

We'll make it easier for our people to do their job.

Taken together, the achievements above provide a much firmer foundation going forward, but we need to be ambitious about what more we can do to better support the frontline. As part of our culture change, we'll create a more positive environment for our people to work in. Our officers and staff want to do the best they can for London, and so we'll do even more to help them do so.

We'll do this by:

- **Investing in skills to ensure we can tackle future threats**, delivering more training from a new learning catalogue designed to fill specific gaps in our capabilities and aligned to national standards. We'll improve our Learning Management System to provide a better user experience and start to modernise our delivery through new methods such as virtual reality and simulation. We'll introduce a corporate induction programme and annual continuous professional development offer, as well as expanding our current work on graduate entry to introduce a more formalised development programme for those joining on this pathway. Having transformed initial recruit training, we'll now seek to work with universities to deliver the Police Constable Degree apprenticeship, and we'll move towards a 'uniform-first' approach for developing those joining on the detective pathway.

DELIVERY TIMELINE



- **Managing talent in the Met more effectively.** So far, our focus has been on resetting the foundations of performance management. In this second phase, we'll ensure those processes are effective and achieving the right results. This will mean all leaders have clear objectives and are assessed on how they are contributing to a more positive culture. To do this, we'll set up a development centre that assesses our leadership capability, starting with Chief Inspectors and Superintendents to inform work at other ranks. We'll provide an option for

voluntary exit for those who do not meet expectations. As well as embedding the Career Review Boards, we'll use our new Leadership Academy to develop a diverse set of effective policing leaders for the future and make the end-of-year review the cornerstone for all career development and progression.

DELIVERY TIMELINE



“ I’m confident that I’m equipped with the right skills to police London and progress my career in the way I choose ”

What you will see

- A refreshed learning catalogue aligned to national standards and designed to fill specific gaps in our capability
- A comprehensive pay and promotion framework that recognises high performance, skills development and demonstration of our Met values

What you will be able to do

- Undertake training on a more user-friendly learning platform
- Immerse yourself in training scenarios using virtual reality and simulation technology
- Complete a Police Constable degree apprenticeship in partnership with local universities

How it will feel

- **Assured** –equipped with the right knowledge and skills to police London
- **Empowering** – able to take ownership of your career development and continually progress
- **Appreciative** – for the hard work you continue to deliver daily

- **Ensuring our frontline officers and staff continue to have the uniform and equipment they need** as we transition to a new provider. A safe and functional uniform is critical for effective policing, and we’re committed to making sure a poorly designed uniform never damages their health and wellbeing. At the same time, we’ll make sure all frontline officers and staff have the personal protective equipment needed to carry out community crime-fighting in a safe and secure way.

DELIVERY TIMELINE



- **Ensuring our estate and fleet is as good as it can be**, now and in the future. Where possible we'll pursue opportunities for co-location with other services in the community and we'll seek to focus our investment on buildings that would otherwise have to close in the next three years. On fleet, we'll expand the use of telematics to improve vehicle performance, complete the in-sourcing of maintenance services, and begin the electrification process (which has been forced on us by the commercial market). This will need to be supported by appropriate charging infrastructure.

DELIVERY TIMELINE



Providing better technology is also critical to making it easier for our people to do their job. As part of our wider drive for greater efficiency and productivity, outlined in the Putting Crime-fighting First chapter, we'll ensure all officers and staff have the digital tools and the data they need to be effective in their role.

B

We'll improve the health and wellbeing of our people.

Our people are our most important asset, and we cannot serve Londoners without them. Keeping them safe and well in the face of danger, trauma and public scrutiny is critical, not only for the individuals themselves but for the Met's long-term effectiveness.

We'll do this by:

- **Adopting a holistic approach to promoting and maintaining wellbeing.** We'll develop a new health and wellbeing strategy aligned to the College of Policing national framework of Join Well, Train Well, Work Well, Live Well and Leave Well. This approach will promote good health through effective leadership and minimise the occurrence of ill health by raising awareness and managing organisational and lifestyle risks. It will encompass prevention, early detection and treatment to enable officers and staff to more effectively recover and return to full deployability and productivity.

DELIVERY TIMELINE



- **Making wellbeing an operational priority, embedding it across all areas of culture, policy and day-to-day policing** so it is not simply an HR sideline. We'll provide wellbeing training for all leaders and supervisors, so they can

spot the early signs of ill health and trauma and are confident in acting or signposting officers and staff to the right resources before it escalates. We'll create channels for our people to provide anonymised feedback on health and wellbeing provision, ensuring they are heard and providing insight on areas for improvement. For new recruits, we'll ensure they understand the potential impact their new career may have on their health and wellbeing and point them to the support immediately available on joining. We'll also explore a range of other interventions, including how improvements to our buildings, catering facilities and gym provision could contribute to overall officer and staff wellbeing, as well as changing overtime and rest day policies.

DELIVERY TIMELINE



- **Delivering a new Occupational Health service that drives workforce health, resilience and retention**, going beyond sickness absence management and other traditional activities to encourage people back to work. This improved service will increase overall availability, ensuring we have more fully fit officers on the front line. Whilst we aim to support our workforce with a quick return to full operational duties, we recognise this may not always be possible. In these circumstances, we'll offer alternative employment options, including a transition and exit from policing through mechanisms such as ill health retirement - supporting our people to leave well and recognising the valuable contribution they have made across their career. We'll make it easy for our people to engage with Occupational Health and other HR services, through an easy-to-use, people-facing digital portal, supported by clear, accessible guidance.

DELIVERY TIMELINE



- **Normalising mental health care and catching problems before they escalate.** We'll build regular 1-2-1 wellbeing checks into the PDR process, providing a formal way for our people to discuss their wellbeing and signposting them to appropriate support pathways and programmes. We'll re-commit to having trained officers and staff in every command as wellbeing champions, with dedicated time to support their peers. We'll also launch an engagement campaign sharing experiences to challenge the stigma around mental health, building on initiatives used in the armed forces.

DELIVERY TIMELINE



- **Ensuring our trauma support is best in class.** We'll work with the National Police Wellbeing Service to help us do this, adopting good practice from other police services and public sector organisations where appropriate. We'll also seek other ways to address trauma, not just in the immediate aftermath of an event but also for the rest of somebody's career. We know the everyday impact of trauma as it builds up over time can be truly debilitating, so we must do more to tackle this.

DELIVERY TIMELINE



“ I’m thankful for all the support I’ve been receiving. It has helped me grow, both as a person and as an officer ”

What you will see

- Wellbeing embedded in leadership, culture, policy and day-to-day policing
- Trained wellbeing champions in every command
- An internal communications campaign to challenge the stigma around mental health
- Met officers and staff who are more emotionally present and empathetic

What you will be able to do

- Access wellbeing support and recognise signs of stress and trauma in yourself and others
- Access a new Occupational Health service, supported by clear, accessible guidance
- Use safe and functional uniform and equipment
- Build trust and work closely with partners for better and fast-track support services

How it will feel

- **Supportive** - feeling seen, safe and supported
- **Empowering** - able to prioritize wellbeing alongside physical safety and operational readiness
- **Emotionally aware** - confident in building relationships with colleagues and members of the public

- **Preserving wellbeing through prevention.** Sleep, nutrition and physical health are deeply intertwined and contribute heavily to overall health and wellbeing. Fatigue at work is a safety issue, particularly for those who work shifts or irregular hours. The traditional approach to determining fitness for duty in these circumstances has been to manage and control working hours. In line with the National Police Wellbeing Service, we recognise that this ‘one size fits all’ approach can be simplistic and doesn’t account for different situations and working patterns and individual circumstances. To support our people, we’ll introduce a Fatigue Risk Management System, aligning with the emerging national approach and best practice. This will provide a more proactive and nuanced way to support our officers and staff to manage the risk of fatigue.

DELIVERY TIMELINE



C

We'll create an efficient headquarters that enables better frontline performance.

We were placed into special measures in 2022 after, among other causes, it became clear our corporate centre was inefficient and did not function effectively. We had no effective performance management system, did not know where our people were deployed, and our workforce planning was limited. At the same time, our financial and strategic planning was weak, our governance didn't work, and we had a limited understanding of the demand we faced. Since then, we've put in place the foundations needed - and have seen significant improvement - but we need to go further.

We'll do this by:

- **Bringing together critical corporate functions to support the frontline** and the wider Met, enabling more effective strategic business and workforce planning, better financial and HR management across the organisation, and providing fit-for-purpose mechanisms to increase resource availability. This will mean we form strong centres of expertise that provide data-driven insights to direct the organisation and its decision-making.

DELIVERY TIMELINE



- **Ensuring the headquarters is user-centric so it serves the frontline effectively**, with clear responsibilities and no duplication. It will offer services and processes that are designed to be frontline-focused and quick and easy to access, with a 'one stop' approach. They'll be aligned to the 24/7 nature of policing to ensure issues are resolved quickly. Through the headquarters, we'll also deliver more efficient local support services directly to the frontline, with the right balance of technology, self-service and in-person support.

DELIVERY TIMELINE





- **Transforming resource management so we can be as precise, efficient and effective as possible** – we need to deploy the right people, in the right place, at the right time. This will be enabled by a new resource management system to replace one that is 20 years old, suffers from frequent outages and backlogs, and requires manual workarounds. This will improve how we roster and ensure the right resources are available to deploy when we need them.

DELIVERY TIMELINE



- **Achieving the right balance between in-house and outsourced services.** This will mean becoming more commercially driven and understanding the market value of the skills we need, as well as improving our capability to manage the outsourcing process. We'll be clear on what services are best delivered by the Met and where it's more effective for others to do this for us. Where we do outsource, we'll make sure providers are frontline-focused. We'll strive to get the best quality from suppliers and the best value for taxpayers through scalable functions that avoid duplication.

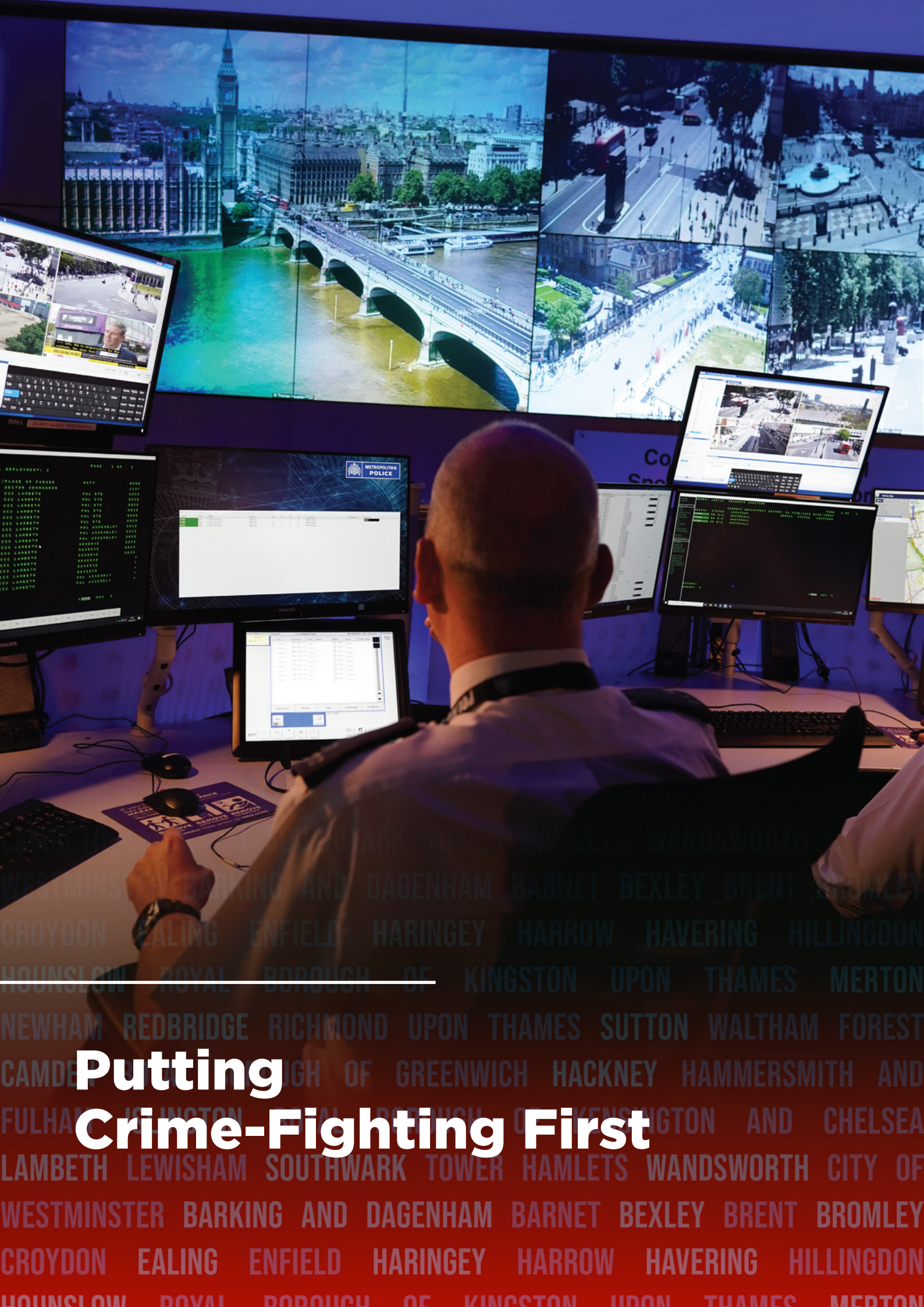
DELIVERY TIMELINE



The Met headquarters will be underpinned by a principle of sharing more and better data proactively with the public and partners, including through our Open Data Strategy and collaborating with other forces to share best practice.

DELIVERY TIMELINE





Putting Crime-Fighting First

WANDSWORTH
BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY
CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON
HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON
NEWHAM REDBRIDGE RICHMOND UPON THAMES SUTTON WALTHAM FOREST
CAMDEN HIGH OF GREENWICH HACKNEY HAMMERSMITH AND
FULHAM KINGSTON UPON THAMES KENSINGTON AND CHELSEA
LAMBETH LEWISHAM SOUTHWARK TOWER HAMLETS WANDSWORTH CITY OF
WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY
CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON
HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON

PUTTING CRIME-FIGHTING FIRST

Many of the incidents we attend are not crime. With good intent we have stepped into places we shouldn't have done, and officers' jobs have become ever more bureaucratic, and not of their own making. To ensure we deal with the things that matter to Londoners at a time when we know we'll not have the resources to do everything currently asked of us, we'll ensure we're as productive as we can be, but also be willing to challenge some of the issues which have crept into modern policing – diverting us from our core crime-fighting function.

This chapter is not about shirking our first duty of prevention, nor is it about moving away from tackling vulnerability to crime and exploitation. Instead, it's about carrying out core policing activity more efficiently and more effectively.

A

We'll deliver precise policing as a more productive, innovative and tech-enabled organisation.

Over the next three years we'll make a profound shift in how policing is delivered across London – enabled not just by a technology upgrade but a reimagining of the role of digital, data, and technology on the frontline. In doing so, we'll empower officers, enhance public trust, and deliver a better, more responsive crime-fighting service to every Londoner.

We'll take a more innovative, agile approach to developing smart tools – anticipating and responding to what technology users need to ensure we're focusing our efforts in the right place. We'll allow ourselves to deliver more quickly or fail fast where an idea doesn't work – and, where it does work, scale it up across the organisation, so we provide a consistent service to Londoners. We'll also do more to develop technology in partnership with others and share the technology we already have.

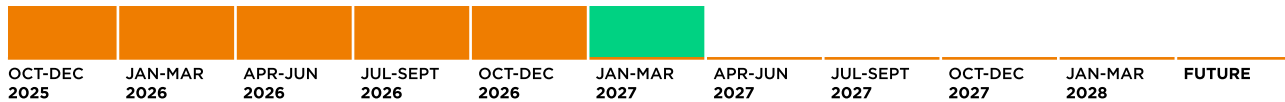
Through clear and effective governance, we'll ensure we're disciplined in our drive for productivity and efficiency, aligning multi-disciplinary teams and re-engineering processes to achieve the best possible value for money.



We'll do this by:

- **Driving frontline productivity through precise technology.** These smart tools are not about replacing the human element of policing but enhancing it. They will support our people in acting with greater confidence, clarity, and care:
 - We'll expand the deployment of live facial recognition across all London boroughs, focusing on crime hotspots to maximise operational effect, and continue to pilot innovations such as operator-initiated facial recognition and static cameras attached to street furniture, as a more productive and targeted use of this groundbreaking technology.
 - We'll also continue to grow our retrospective facial recognition capability across the frontline teams that need it most. Importantly, we'll engage openly with communities to build understanding and trust about how we use these tools.
 - We'll invest in first responder drones stationed across London for rapid deployment to incidents. They can provide real-time aerial intelligence, allowing officers to assess situations before arriving on scene, improving both officer safety and tactical decision-making.
 - We'll introduce full body scanners in custody to reduce risk and be more effective in searching detainees.

DELIVERY TIMELINE



- **Moving towards a new Command and Control system** for the Met. We've already begun an overhaul of this system and have identified a new product that will integrate multiple data sources and operational platforms, enabling us to deploy the right resources, with the right information, at the right time. This will improve response times, reduce duplication, and ensure that officers are better supported in the field with real-time intelligence. For the public, this means faster, more accurate responses to emergencies.

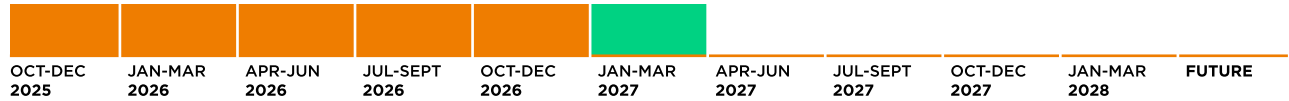
DELIVERY TIMELINE



- **Embracing automation and AI to drive productivity and save operational time.** We'll automate routine but time-consuming tasks such as translation in custody suites (to ensure language barriers do not delay justice or compromise fairness), drafting victim and witness statements and transcribing body worn video evidence. This will mean, like most large organisations, reducing the number of staff we have to undertake administrative tasks, and free up officers to focus on what they do best: engaging with communities, investigating crime, and

protecting the public. We'll use AI to streamline intelligence workflows, reducing manual effort and improving the speed and quality of insights. This will be done with the right checks and balances, and with officers and staff making decisions. As a result, we'll be able to act more proactively, identifying patterns and threats before they escalate.

DELIVERY TIMELINE



- **Using technology to secure justice for victims more quickly.** As criminals' digital footprints continue to grow, it is vital we're able to access and collect the data and evidence we need to build a strong case. We'll enhance our digital forensics capability and provide training to ensure our people have the skills they need to use it effectively, as well as continue to recruit expertise from outside the Met to create the right workforce mix. We'll also improve case file quality through technology, including a dedicated app to improve the quality and speed of case file preparation (freeing up valuable time for officers to carry out their investigations or other critical police work) and a new tool that helps us remotely review data extracted from suspects' mobile phones and other devices more quickly and in their local area. These innovations will lead to faster case progression, higher conviction rates, and a more transparent and accountable justice process.

DELIVERY TIMELINE



- **Putting in place the technological foundations needed for an effective police service.** This will include a central data platform to connect existing Met systems – breaking down silos, enabling seamless collaboration and ensuring our people have access to all the information, insight and intelligence they need, when they need it. We'll use this platform to aggregate and anonymise data for sharing with partners, reducing the bureaucracy of ad hoc and manual processes. Officers and staff will have access to shared tools and consistent data, reducing duplication and improving operational performance. This platform will also enhance our information and cyber security, ensuring sensitive information is protected while remaining accessible to those who need it. This will all be supported by an improved digital and data learning offer, driving operational effect by ensuring our people have the skills to exploit the new tools available to them.

DELIVERY TIMELINE



- **Simplifying corporate policies and processes to make them more understandable and efficient**, enabled by automation and AI. This will save officer hours, so they can focus on crime-fighting, and equip all our leaders with the knowledge and skills they need to deliver effective people management, driving better performance across the organisation.

DELIVERY TIMELINE



B

We'll spend less time on 'non-crime'.

Right Care Right Person showed the value of ensuring demand was met by the right service – for the public and for the Met. Many of our calls and many of the incidents we attend are not crime. Whilst some of this work is critical, many 'non-crime' incidents are not. With good intent, we've stepped into places we shouldn't have done. This must change.

According to the 2024 Policing Productivity Review, there are certain key areas of 'non-crime' demand that take up officers' time. These are examples, and we'll launch a relentless drive to identify and eradicate other areas:

- **Mental ill health demand:** policing has a legitimate role dealing with individuals suffering mental ill-health (such as victims or offenders, or those who pose an immediate and serious risk to themselves or others), but our officers find themselves intervening more widely, where other public services have the relevant expertise. This means individuals do not receive the timely and appropriate professional response and police resources become tied up dealing with things they should not be doing.
- **Detention in police custody suites:** individuals who have been arrested and taken to custody suites may be assessed by mental health professionals. If those professionals decide the individual needs to be detained for further treatment, they'll seek to identify a suitable bed. Patients are being regularly held, for their own safety, in custody suites without any legal framework until those beds can be found (as many as 3,000 people a year).
- **Missing from NHS institutions:** every year, around 25,000 individuals in England and Wales are reported to the police as missing from mental health settings and hospitals. There were around 60,000 incidents relating to children missing from care in 2021/22 (a large proportion of all missing children incidents) and it's estimated that missing person investigations use the equivalent of 1,500 full time officers per year in terms of resourcing. This includes unwarranted demand such as officers recovering, caring for, or transporting children because a partner agency has a capability or capacity gap.

A new national framework for the multi-agency response to adults missing from health and care settings encourages partners to carry out relevant actions such

as telephone enquiries and searches of the immediate area, and to only report patients missing to the police in certain circumstances. This is an example we should follow more broadly and so, **in London, we'll reset our expectations of private children's care homes** and work with them to ensure children are properly cared for. We'll also **ask local authorities to prioritise providing places of safety for children** who come into the care of the police. It cannot be right that frightened young people are having to sleep on sofas in police stations while waiting for hours for councils to find them places of safety after traumatic incidents.

DELIVERY TIMELINE



C

We'll challenge when we have to unfairly pay the bill.

Policing continues to pick up the bill for operations or activity that are not part of core policing or could be easily paid by private sector organisations. Ultimately this is public money and resources that should be focused on community crime-fighting and dealing with what matters most to Londoners. We often shoulder the costs when events unexpectedly become public safety issues. For example:

- We're required to police more than 100 Premier League football matches each year, costing us £19m at the taxpayers' expense, with only £5m funded by clubs that regularly spend tens of millions of pounds on players and pay them a weekly wage equivalent to the annual cost of three or four police constables.
- We police major concerts and festivals taking place in stadiums and parks across London, which require a significant presence to manage crowds, traffic and potential disturbances. These events are profit-driven, and the organisers often benefit financially. While some costs can be recovered, others are chargeable. The high number of events in London means the Met is disproportionately affected by this issue.
- Future sentencing reforms will have a net impact of increasingly diverting demand for criminal justice resources from prisons to the police. With more offenders being managed in the community it's likely this will increase pressure on – and the cost to – policing.

As a principle, **we'll expect the creator of those costs to pay the bill or to take on the lion's share of demand they create**, and we'll look for political support when rules or regulations need changing.

DELIVERY TIMELINE



D

We'll tackle burgeoning bureaucracy.

Police officers' jobs are becoming ever more bureaucratic. We must unshackle officers from their desks and allow them to step away from unnecessary side issues and form-filling, and free them to target criminals instead.

First, as referenced above, we'll make better use of technology, including automation, to improve our own processes. However, as the 2024 Policing Productivity Review reports, there are several activities that should be quick and simple that are being bogged down in bureaucracy². These are examples, and we'll go after more:

- **Pre-charge files** (the case material police send to the CPS for charging consideration). Since 2020, police services have been required to complete a 17-part form and full disclosure schedules for almost all pre-charge files. Nationally, this has meant 532,000 officer hours were used to build full files that went no further. The average time between the offence and the charge or summons has increased substantially, from 14 days in 2016 to 44 days in 2023. The NPCC has argued that the introduction of the Data Protection Act 2018, the Director's Guidance on Charging and the Attorney General's Guidelines on Disclosure, compounded by the sharp increase in the volume of data and additional responsibilities for public protection and safeguarding, have created significant resourcing requirements to the criminal justice process.

DELIVERY TIMELINE



- **Redaction.** Police services have historically been required to redact all unnecessary personal information out of any material they send to CPS for review. As a result, police services will have spent 210,000 hours redacting material for the 38,274 files that do not progress beyond CPS. This is time that would be much better spent attending 100,000 domestic abuse incidents or 130,000 burglaries. The Data Use and Access Act will begin to remove this burden, allowing policing to share material with the CPS without redacting it and removing this wasted effort. There are also technical solutions that need to be shared with CPS. Around 770,000 hours are spent by officers redacting text annually, so even if digital redaction only achieved an 80% saving in time efficiency, this could free up 618,000 hours of investigators' time.

DELIVERY TIMELINE



² The material below is largely reproduced from the Policing Productivity Review published in 2024, with some amendments and omissions.

- Improving the quality and timeliness of charging decisions.** Timeliness is a crucial factor in the effectiveness of the criminal justice process, but the average time between the offence and the charge or summons has increased substantially. We'll play our part in tracking and improving the timeliness and compliance of our submissions, working with other forces, but there are also delays on the CPS side. CPS aim to make charging decisions within 28 days but only meet this target 75.5% of the time - and things are getting slower.

DELIVERY TIMELINE



The Policing Productivity Review also recommends reviewing the **management of suspects in police custody**. There are many partnerships at play, including health, social care, courts and tribunals, the prison service and criminal defence, and the Review indicates the processes may not be as streamlined as they could be. Bail conditions and how they are applied should be reconsidered, especially where it means releasing dangerous offenders onto the streets - creating demand for policing and increasing the risk to the public. However, this is also an area where the challenges are not all created by external stakeholders - in addition, national and local police practices have created disincentives or unnecessary burdens.

DELIVERY TIMELINE



Part One of **the Leveson review** has now been published. It lays out the significant and urgent reform needed to fix our broken criminal justice system and do right by victims of crime, particularly in the context of an increasing prison population, stretched budgets and ever more complex offending. We welcome its recommendations, including proposed changes to Release Under Investigation, greater use of out-of-court resolutions and wider measures to speed up the courts. It's completely unjust to accept a system that see victims waiting years for a trial to take place and it is our duty to explore every possible solution. We'll work closely with government and London partners to ensure the recommendations are implemented as soon as possible. We'll also continue to work with the review team ahead of Part Two, which will focus on the efficiency and timeliness of criminal justice processes, through charge to conviction or acquittal.

DELIVERY TIMELINE



E

We'll change how we approach complex, non-recent investigations.

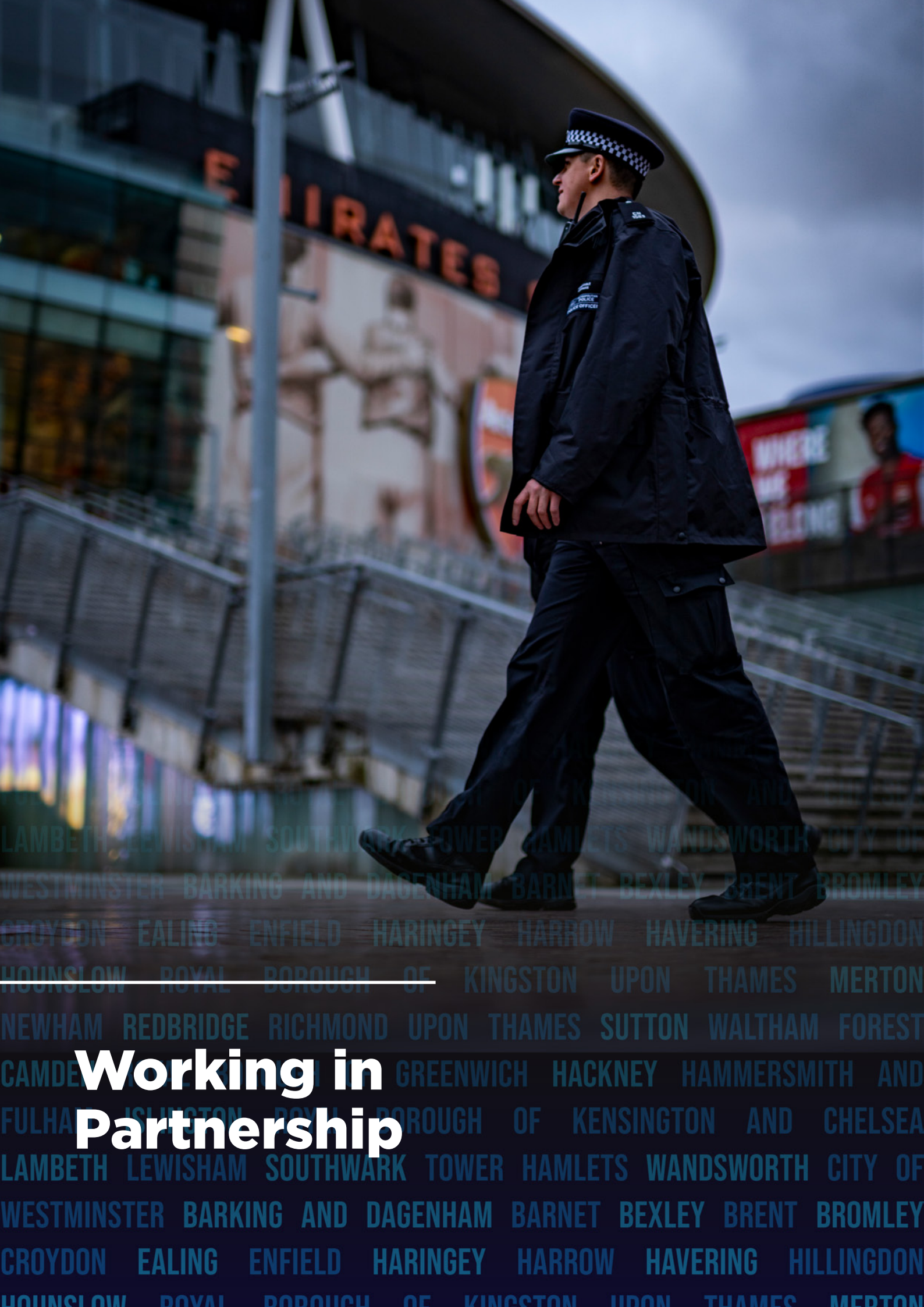
Our commitment to putting communities first means that we must deploy our resources to those crimes and offenders that pose the highest threat and risk to our public today, especially in light of a shrinking workforce. But the Met has often fulfilled a national role that sometimes stretches beyond being the capital city's police service. Non-recent unsolved crimes and complex cases, possibly due to evidential issues or historic policing failures, have regularly required the Met to investigate. Such cases can be due to a London focus, our national visibility, or because of external or political pressure. In some cases, there may be other statutory avenues of resolution, making a criminal investigation unnecessary.

Non-recent cases can take considerable resources and time, with little prospect of criminal justice outcomes or building victim and community confidence. With reducing budgets we'll need to make tougher decisions that balance Londoners' rightful expectations for crime-fighting today, with the public interest considerations.

DELIVERY TIMELINE







Working in Partnership

LAMBETH LEWISHAM SOUTHWARK TOWER HAMLETS WANDSWORTH CITY OF WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON NEWHAM REDBRIDGE RICHMOND UPON THAMES SUTTON WALTHAM FOREST CAMDEN GREENWICH HACKNEY HAMMERSMITH AND FULHAM ISLINGTON ROYAL BOROUGH OF KENSINGTON AND CHELSEA LAMBETH LEWISHAM SOUTHWARK TOWER HAMLETS WANDSWORTH CITY OF WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON

WORKING IN PARTNERSHIP

We achieve the best outcomes for victims and the wider public when we work openly and collaboratively with partners. Different partners bring different strengths. The third sector offers insights and can reach and work productively with parts of London that we’re less effective at engaging. Other partners have skills and responsibilities in areas such as safeguarding that are an essential complement to policing, and we want to help them succeed. And our partners across the criminal justice system must all work together to deliver justice for communities.

A reset moment

We want NMfL 2 to be the moment when we reset our approach. Over the last two years, we’ve made significant progress, but we recognise in doing so we’ve been more inward-looking than we would like. In the next phase, we’ll collaborate ‘by default’ and focus hard on how we achieve more in partnership with others. We’ll build on successful partnerships (such as our work with TfL to support the delivery of Vision Zero 2) and use them as a model for future collaboration. We’re more likely to succeed if we:

- A** **Work with our partners on agreed priorities and solve problems together** – listening is key, and we know our partners will be honest in telling us how we can improve ourselves. Where we can we’ll allow partners into key meetings to improve how we make decisions about joint objectives. We’ll also be more open to trialling new and novel ways of working with our partners, as well as applying best practice more consistently across the Met.

DELIVERY TIMELINE



- B** **Focus on a smaller number of opportunities so we’re not spread too thin and our partnership working has more impact** – where appropriate agreeing joint measures of success.

DELIVERY TIMELINE



C Break down organisational barriers and create new opportunities for partnership. This will include improving information and data-sharing and generating integrated tools and dashboards that provide insight for partnership forums. We'll also co-locate where possible – our target is to co-locate with other public services on 40 wards by the end of the three years. We know this will lead to better outcomes for Londoners.

DELIVERY TIMELINE



Working side by side has meant earlier intervention, safer streets and stronger outcomes for our communities

What you will see

- Local officers embedded and visible, working with you in council spaces
- Community partners working together to make public spaces safer
- Regular joint meetings to share data and deliver local outcomes
- Improved case file quality and faster progress through the courts
- Use of tools like facial recognition to support CCTV coverage in high harm areas

What you will be able to do

- Set and deliver on focussed and shared local priorities
- Use shared insight to identify and protect children and vulnerable people earlier
- Develop early intervention programmes with charities for young people at risk
- Expand restorative justice approaches that give victims a voice and reduce reoffending

How it will feel

- **Collaborative** – working together is the default, not the exception
- **Inclusive** – heard, trusted and seen as equal partners in delivering justice
- **Empowering** – shaping partnership approaches that fit the local community
- **Proactive** – enabled to drive early, positive outcomes, not just respond to crisis

Areas of focus

There are three key partnerships we will prioritise to drive operational performance most effectively.

We'll work with **MOPAC, London's Victims' Commissioner and criminal justice partners** to:

- Improve case file quality and get cases to courts more quickly. The CPS will play a critical role in achieving this, so we'll improve how we communicate at all levels, as well as join up on our development and use of technology.
- Expedite outcomes in the courts or find alternative positive outcomes for victims. We now have more than 1,000 cases listed for 2028, more than 500 for 2029, and some for 2030, so this issue needs to be addressed urgently. We'll

explore out of court resolutions where appropriate.

- Continue to work with MOPAC victim services and in support of the activity commissioned and carried out by the Violence Reduction Unit, including youth hubs.

DELIVERY TIMELINE



We'll work with **local authorities, housing associations and other emergency services** to:

- Play an active role in Community Safety Partnerships to meet our statutory requirement to reduce local crime and disorder. This will mean that, in every borough, there is a group that meets regularly, and shares information and data to drive a consistent service and better outcomes for Londoners. As part of this, we'll provide borough-level dashboards for crime trends and victim satisfaction.
- Ensure community partners are, where appropriate, consulted on major decisions that affect their local area, and are able to review and challenge policing practices.
- Improve our operational evidence gathering across London. For example, the current approach to CCTV evidence is sporadic across the 32 boroughs, in some cases - where we struggle to access it - getting in the way of justice. As we use technology such as facial recognition, the lack of high-quality CCTV across London risks our ability to cut crime in communities.
- Safeguard and protect children and missing persons at risk. The London Ambulance Service will be a key partner in this space.

DELIVERY TIMELINE



We'll work with the **private and third sectors** (including charities and non-profit organisations) to:

- Build consistently strong partnerships with business, based on better communication and more proactive information-sharing, as well as smarter use of collective policing and security resources. We'll explore opportunities to more formally integrate businesses into community safety structures.
- Better understand Londoners' experiences of the Met, using the third sector's work with children and schools, LGBT+ and disabled Londoners to provide feedback on the police service we provide.
- Co-develop early intervention programmes offering mentorship and job skills to young people at risk of exploitation and offending. These programmes will be better placed than the Met to provide consistent support.
- Expand the use of community-led restorative justice, especially for lower-level offences. This will give victims a voice and allow the offenders to understand the harm they have caused.

DELIVERY TIMELINE



To give the communities of London more confidence, we'll review how we work with key partners to gather, analyse, exploit and share information and data. This will mean developing joint, prioritised plans with partners including MOPAC, the NHS and other public health bodies, and local authorities.

DELIVERY TIMELINE



Locally, teams should use these areas of focus to guide their own partnership working - but it shouldn't be prescriptive. There is freedom locally to adapt this approach to suit specific communities and stakeholders. In practice, this means bringing together the strategic value (and the challenges) of being a large, pan-London organisation with the community knowledge and expertise that exists at borough level, both in the Met and in partner organisations. We'll have tailored community plans that do just that, setting shared priorities and giving our local leaders the guidance and support they need. Our own corporate functions - whether learning and development, our estate or our commercial teams - will play a key role in enabling those plans. This will also mean we can identify best practice already happening in parts of London and apply it more consistently across the city.





Annexes

HOUNSLOW ISLINGTON
LAMBETH LEWISHAM SOUTHWARK TOWER HAMLETS WANDSWORTH CITY OF
WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY
CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON
HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON
NEWHAM REDBRIDGE RICHMOND UPON THAMES SUTTON WALTHAM FOREST
CAMDEN ROYAL BOROUGH OF GREENWICH HACKNEY HAMMERSMITH AND
FULHAM ISLINGTON ROYAL BOROUGH OF KENSINGTON AND CHELSEA
LAMBETH LEWISHAM SOUTHWARK TOWER HAMLETS WANDSWORTH CITY OF
WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY
CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON
HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON

ANNEX A

Progress against A New Met for London Phase 1 (2023 - 2025)*

*All data is correct as of summer 2025



Community Crime-Fighting

Making communities a Met-wide priority and the bedrock of how we police.

- ✓ Each of London's 32 boroughs now has a Neighbourhood Superintendent to enable senior contact and accountability.
- ✓ Every borough has held at least four community events and established its own Safer Schools Partnership and ward panels.
- ✓ We have refocused our neighbourhood teams onto community crime-fighting - dealing with the crimes that local communities tell us are most important to them and dealing with the small number of prolific offenders who commit the majority of these crimes.

Putting more resources into local policing to cut crime.

- ✓ Our new neighbourhood policing model means that our boroughs now have an additional 500 personnel, ranging from Superintendent to PCSOs, working closer than ever with communities to understand their concerns.

Community Crime-Fighting

Understanding Londoners' crime concerns and responding accordingly.

- ✓ We've made it easier for communities to connect with their local officers by launching a new two-way community engagement tool, Met Engage.
- ✓ Our policing approach in each area incorporates community priorities, via co-ordinated crime-fighting plans and ward priorities.
- ✓ All of our 32 boroughs have 'live' community crime-fighting plans which provide the means to coordinate our local crime-fighting objectives, based on ward priorities.
- ✓ 99% of wards now have three priorities that have been co-developed with communities; we provide regular feedback on our progress via ward panel meetings and through Met Engage.
- ✓ We launched Operation Argyle (July 2023) to combat anti-social behaviour, a two-week operation that resulted in 600+ arrests.
- ✓ We launched Operation Reckoning (January 2025) to combat mobile phone robbery, which led to 234 arrests and over 1,000 stolen smartphones seized.
- ✓ We have intensified local efforts to deal with retail crime which was causing significant local concern. In places like Orpington, targeting the most prolific retail offenders has led to a 70% reduction in reported retail crime as part of Operation Kelleher.

Working more closely with partners in the community to prevent crime.

- ✓ We have launched a new Open Data Strategy to improve how we share information for partners and publish on average 100 data items for every crime.
- ✓ We have expanded our Clear, Hold, Build (CHB) activity across eight sites, putting communities at the heart of the response to serious and organised crime. It has already taken effect, removing the most prolific or harmful offenders from communities and making those areas safer. For example, activity on one housing estate in Barnet, following 15 shootings, led to 311 arrests in just six months. There have been no shootings since.

Community Crime-Fighting

Changing how we manage our buildings to support communities.

- ✓ We have continued to deliver accommodation for our neighbourhood teams, bringing them closer to the communities in which they patrol.
- ✓ We now have c. 80% of our ward teams within a 20-minute walk of their ward boundaries.
- ✓ Through partnership working, we have delivered new, modern dedicated ward officer bases at Kidbrooke and Woodford.

Doing more to tackle serious and organised crime and terrorism.

- ✓ We have delivered new and additional training to our officers, while developing our specialist capabilities to tackle online crime.
- ✓ We have deployed CHB tactics effectively in Northumberland Park and Edmonton, making 434 arrests (including eight for firearms offences, 13 for burglary, nine for robbery, seven for sexual offences, 123 for drugs offences and a total of 69 for knife or weapons offences).
- ✓ The area covering Edmonton has seen a 13.5% reduction in knife injury victims under 25 and personal robbery in North Area Command Unit is down by 12%, while the rest of London has seen a 5% reduction.
- ✓ Serious violence offences (violence with injury, homicide and robbery) are down by 2.5%.

Reforming public protection to counter London's most harmful predators.

- ✓ We have put more than 650 additional officers and staff into public protection roles. This will boost our domestic abuse, rape and sexual offence investigation teams and enable a better service for victims. We have also used this injection of staff to create a new model to respond to missing persons and online child sexual abuse and exploitation.
- ✓ We were involved in a trial for Operation Soteria, a new national approach for transforming the police response to rape investigations and prosecutions.
- ✓ We have centralised our Online Child Sexual Abuse and Exploitation (OCSAE) teams to make them more effective, putting an extra 45 people to increase our capacity in this growing area.

Community Crime-Fighting

Increasing our focus on tackling Violence Against Women and Girls.

- ✓ We've launched a new action plan to reform how we tackle Violence Against Women and Girls.
- ✓ We have delivered enhanced training for more than 20,000 frontline officers to improve our initial response to incidents involving domestic abuse and stalking.
- ✓ We have more than doubled the number of people arrested and charged with rape.
- ✓ Almost 100 (93) of London's most harmful offenders have been convicted as part of a data-driven approach to identify the men who pose the highest risk to women.

Addressing longstanding concerns about keeping children safe.

- ✓ We've published our first Children's Strategy.
- ✓ We have trained 8,000 officers to get better at identifying child exploitation.
- ✓ We have put more people (64) into safeguarding teams.
- ✓ We have doubled the number of children reported missing that have exploitation concerns.
- ✓ We have put in place Local Missing Hubs which are already showing good results. In our pilot, 94% of Missing Persons were found in less than 48 hours, compared to 81% pre-pilot.



Community Crime-Fighting

Improving our call handling and first response.

- ✔ Last year, our staff and officers responded to 4,660,891 contacts, of which 2,394,416 were 999 calls, 1,279,552 were 101 calls and 988,923 were digital contacts.

Freeing up valuable police time to focus on supporting victims of crime.

- ✔ We have launched a 'Right Care, Right Person' policy for our first responders. Since launch:
 - ✔ We reduced deployment by 250,000 hours in the first six months, giving our officers more time to respond to the right incidents.
 - ✔ We have increased the time spent by police officers responding to robbery (16.5% increase) and violence (3%).
 - ✔ We have reduced the number of deployments to health-related calls by an average of 12% per month.
 - ✔ Officers are responding to more urgent robbery calls and, despite the increase in volume, getting to victims within 11 minutes - 6% faster than before the scheme was implemented.

Providing a consistent, compassionate service to victims throughout.

- ✔ We have launched a new Victim Focus Desk, which handles around 30,000 calls every month and makes it easier for victims to get updates on investigations.
- ✔ We've launched the My Met Service App, to deliver the information all victims are entitled to under the Victims' Code of Practice, and to provide victims with the opportunity to feedback on initial crime reporting through a brief survey.

Removing the barriers in the way of swift justice.

- ✔ We have launched a new programme to transform how we manage and store evidence. We have replaced all non-compliant evidence freezers, and we have also introduced new audit processes to ensure frozen evidence is stored correctly and with care.
- ✔ We have improved the Met's Charging Assessment score due to improvements in case file quality: it is currently 34.8%, the third highest score since December 2022.

Community Crime-Fighting

Using data and evidence to overhaul how we task and deploy our resources.

- ✓ We have set up new tasking and co-ordination teams and created more capacity for local proactive policing by realigning 240 posts.
- ✓ The changes we have made across our proactive policing units have led to a 23% increase in the number of arrests made by those units.

Giving the frontline more information and data to keep Londoners safe.

- ✓ We have put in place 'app' neutral video communications technology that enables the public to share their location and stream video and audio from their smartphone to us in real time.
- ✓ In addition to our own bodycam footage, members of the public can upload photos or videos from the scene of a crime direct to an investigating officer to providing a secure and easy-to-use means of capturing evidence.



Culture Change

Dealing with discrimination wherever we find it.

- ✔ We undertook internal research to examine disproportionality in misconduct allegations recorded for Black and ethnic minority officers which informed 19 recommendations and an action plan to drive delivery of targeted interventions.

Maintaining the high standards the public expects.

- ✔ We have reformed our Directorate of Professional Standards (DPS) and Referencing and Vetting.
- ✔ We have reviewed previously concluded misconduct cases relating to sexual offending and domestic violence under Operation Onyx.
- ✔ The introduction of the Complaints Resolution Unit (CRU) has resulted in improved end-to-end timeliness for public complaints, with a 45% reduction.
- ✔ The introduction of the external Anti-Corruption and Abuse Hotline, the internal Police Integrity Line run by Crimestoppers and the online discrimination reporting tool, 'Signa', has provided more ways for the public and police officers / staff to report wrongdoing. The use of internal reporting (across all reporting lines) has tripled, from 405 in 2021/22 to 1,389 in 2024/25.
- ✔ We have dismissed 104 police officers for gross misconduct in 2024/2025. An additional 58 former officers would have been dismissed if still serving.
- ✔ A total of 165 officers are currently suspended, with 692 employees currently restricted.

Spending more time listening to Londoners and acting on what they've told us.

- ✔ We have published the London Race Action Plan, developed with key partners and our communities, which describes the action we will take to tackle racism and improve trust across Black communities.
- ✔ Our new Met Engage platform now provides a mechanism for communities to raise local concerns, provide their views on our policing priorities and give direct feedback to their local policing teams without having to attend a ward panel event.

Culture Change

Taking a more precise approach to the use of force and stop and search.

- ✓ We have published a new Stop & Search Charter, co-created with Londoners.
- ✓ We have systematically reviewed body worn camera footage of 12,000 officers to evaluate the quality and quantity of searches.

Making culture change a priority for everyone, driven by senior leaders.

- ✓ We have launched a new Culture Plan, to confirm our commitment to becoming a pro-inclusion organisation and the steps we will take to get there.
- ✓ We have embedded a new set of values and guiding principles in our promotion and performance processes, to make sure all of our staff and officers live and embody our Met values.
- ✓ We've established a Culture, Diversity & Inclusion Directorate to embed the Met's new values and guiding principles, and drive cultural change.

Creating a more inclusive workplace.

- ✓ We have delivered 12 cohorts of Women in Firearms Attachments to diversify our armed units.
- ✓ We have increased the proportion of female officers across all armed commands by 29%.
- ✓ We have launched a new supportive system to better support our staff associations and networks, who support our under-represented groups under 'Met Communities'.
- ✓ We have relaunched Signa to encourage and support reporting of all forms of discrimination.

Making the Met more diverse.

- ✓ In 2023/2024 we recruited 1,830 officers, of which 36.2% (662) were female, 23.5% (430) of ethnic minority heritage and 4.9% (89) Black officers.
- ✓ The Met now has the highest ever level of female and ethnic minority officers: 31.34% (10,632) female and 17.33% (5,865) ethnic minority.

Fixing Our Foundations

Putting the right resources in the right place, delivering value for money.

- ✔ We have improved our robotics automation capability, doubling our capacity and improving accuracy; our robotics process between 800-1000 crimes per day removing re-keying with a 98% success rate so that our officers and staff can focus on victims.
- ✔ We have automated several internal processes that have improved productivity, minimised mistakes, boosted staff morale, and improved user experience.
- ✔ We are restructuring internally, moving officers and staff into the areas we committed to: neighbourhood policing, public protection and emergency response.
- ✔ We have started to rebalance our workforce, recruiting staff into roles that enable our officers to go back into the frontline.

Investing in our buildings and vehicles.

- ✔ We have delivered, or are in the process of delivering, building refurbishments across 22 sites.

We'll make it easier for our people to do their job.

- ✔ We now provide officers with better uniform, kit and equipment, so that they can better respond to victims of crime.
- ✔ We have issued 24,000 personal first aid kits to frontline officers.
- ✔ We have replaced over 8,200 tablets with laptops (equivalent to over 95 percent of frontline tablet users).
- ✔ We have issued 7,414 new GP Body Armour, with added coverage for knife protection and MOLLE carriage solution to reduce Musculoskeletal issues.
- ✔ We have issued 9,868 Waterproof Warm Field Jackets and 7,411 new Soft-Shell Jackets.
- ✔ We offer improved wellbeing support to officers and staff, via Trauma Peer Support, health and wellbeing checks, and improved demand and caseload management.

Fixing Our Foundations

Giving our people the skills they need.

- ✔ We have launched new and improved training for PCSOs, and for our new recruits.
- ✔ We have put in place new internal processes to ensure training, development and promotion is aligned to organisational culture and objectives.
- ✔ 82% of staff have had a mid - and end-of-year review as part of an annual performance cycle.

Developing outstanding leaders for the future.

- ✔ We have launched a new Leadership Academy, with new training programmes rolled out across our leadership.
- ✔ We have implemented a new Performance and Development approach.
- ✔ Our new leadership training was completed by 98% of front-line leaders in 2023-24, and 99% in 2024-25.







**MORE
TRUST**

**LESS
CRIME**

**HIGH
STANDARDS**

CAMDEN
FULHAM ISLINGTON ROYAL BOROUGH OF GREENWICH HACKNEY HAMMERSMITH AND
LAMBETH LEWISHAM SOUTHWARK TOWER HAMLETS WANDSWORTH CITY OF
WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY
CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON
HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON
NEWHAM REDBRIDGE RICHMOND UPON THAMES SUTTON WALTHAM FOREST
CAMDEN ROYAL BOROUGH OF GREENWICH HACKNEY HAMMERSMITH AND
FULHAM ISLINGTON ROYAL BOROUGH OF KINGSTON AND CHELSEA
LAMBETH LEWISHAM SOUTHWARK TOWER HAMLETS WANDSWORTH CITY OF
WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY
CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON
HOUNSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON