



## STRATEGIC OVERSIGHT, COORDINATION AND DELIVERY OF PRIORITY WORK ON TRUST

### FOR AUDIT PANEL (January 2022)

*Accountability: Commissioner, & main Strategic Management Board*

*Internal Alignment and Challenge: Achieved through MB Performance Board*

*Drive, coordination and direction: Corporate Services - lead: Director of Strategy & Governance*

Our long-term vision is to be the most trusted police service in the world. We want to be trusted by the public; by our officers and staff; and by our delivery partners, funding bodies and potential partners such as businesses. Trust therefore runs through the full Met Direction as a golden thread.

Academic research shows there are a few key drivers of trust. These are perceptions of effectiveness and competence, personal experiences of and treatment by an organisation (police or businesses / brands...), as well as an assessment of how people perceive this organisation shares the values of the people they serve and engages in altruistic behaviour (i.e. work for the wider benefit of society). Being personally dissatisfied with the way a police officer has behaved appears to be particularly detrimental in relation to trust. As a consequence, the Met seeks to address three areas of performance challenges, placing greater emphasis on improving **police effectiveness (/capability)**, **enhancing public experience (/reliability)** and **demonstrating our service as a force for good (shared values)**, across all Met Direction Pillars.

**The table overleaf sets out how the key strategic action plans** (Rebuilding Trust, VAWG Action Plan, STRIDE, DCDG) we currently have in place aim to improve trust in this multi-pronged approach, and how together they reach across all Met Direction pillars. Trust will also be a key objective in our forthcoming corporate Communications Strategy. In addition, we expect further actions and initiatives to stem from 1) the work led by the Deputy Commissioner to improve organisational productivity and processes, and 2) current and forthcoming external inspections and reviews as well as from the Police and Crime Plan. These strands report into the Commissioner and to MB and our strategy function supports the Commissioner and Board in overseeing our delivery and managing interfaces. A small number of Board members have key roles in the respective governance for key priorities. Our **Business Plan 2022-25 will pull all the key deliverables and guide our strategic focus** and performance on which MOPAC provide quarterly oversight.

This is a substantial programme of activity – properly being led by the Commissioner and driven by Management Board. The work and activity is embedded directly into core Met strategic governance given its reach across the Met, strategic importance and priority. Dedicated resources are in place to drive and coordinate, and ensure delivery, using expert resources as needed. Expert resource will include, but is not limited to, change, communication, engagement and analysis.

The table below sets out key timescales:

	<b>TIMETABLE</b> <i>(Italics are external events or milestones, whilst others are Met-led)</i>	<b>Lead</b>
2021	<ul style="list-style-type: none"> <li><i>Black Lives Matter movement continues</i></li> <li>Deputy Commissioner's Delivery Group set up to deliver the Mayor's Action Plan published November 20</li> <li>New 'Raising Concerns Policy' launched in June 21</li> <li><i>Publication of the Daniel Morgan Independent Panel report June 21.</i> Op Drayburn set up within the Met in July to take forward all necessary action and learning.</li> <li>STRIDE strategy 21-25 and action plan 21-22 published in Sept 21</li> <li><i>Sentencing of the murderer of Sarah Everard in September 21</i></li> <li>Rebuilding Trust plan published in Oct 21</li> <li>VAWG Action Plan published</li> <li><i>HMICFRS inspection of current vetting and counter- corruption capacity and capability in policing across England &amp; Wales</i></li> </ul>	Deputy Commissioner AC Professionalism DAC Met Ops AC Prof. Commander Rebuilding Trust AC Met Ops
Dec 21	<ul style="list-style-type: none"> <li><i>Inquest into the deaths of four men killed by Stephen Port concludes</i></li> <li>Rebuilding Trust plan (Stage 2) published</li> </ul>	Comm. Rebuilding Trust
Jan 22	<ul style="list-style-type: none"> <li><i>Baroness Casey of Blackstock independent review of Met culture and standards starts</i></li> <li><i>Home Office two-part Inquiry chaired by Rt Hon Dame Elish Angiolini QC into the issues raised by the abduction, rape and murder of Sarah Everard (timetable tbc)</i></li> </ul>	Dir Strat and Gov
Feb 22	<ul style="list-style-type: none"> <li>Development of plan to increase detection and outcomes</li> <li>Work to build our openness, transparency and accountability</li> <li><i>Expected report from HMICFRS on Counter Corruption / Op Drayburn inspection</i></li> </ul>	AC Frontline / Bus. Planning Director DMC
March 22	<ul style="list-style-type: none"> <li>STRIDE action plan for 22-23 to be finalised</li> <li>Review of Performance Framework to ensure metrics reflect enhanced focus on trust</li> <li>Publication of the Mayor's new Police and Crime Plan</li> <li>Publication of our response to the Daniel Morgan independent panel (Q1 2022)</li> </ul>	Commander CPIE Data Office / S+G MOPAC
Apr 22	<ul style="list-style-type: none"> <li>Final Violence Against Women and Girls Action Plan</li> </ul>	AC Met Ops
2022-23	<ul style="list-style-type: none"> <li>Met response to the Coroner report on the Prevention of Future Deaths rulings re. Stephen Port</li> <li><i>Baroness Casey of Blackstock independent review of Met culture and standards concludes (autumn)</i></li> </ul>	Commander Investigation

**Key strands of activity**

<b>TRUST TEST: key strategic activities that will affect trust</b>	<b>1 Capability</b> (dealing with organisational effectiveness, capability and competence related perceptions)	<b>2 + Reliability</b> (dealing with individual experiences and improving the experience for those who contact with the Met)	<b>3 + Shared values</b> (tackling issues of police integrity and fairness, and evidencing a wider contribution to society)
Focusing on what matters most to Londoners	<b>Rebuilding Trust plan (Doing job well strand):</b> growing Neighbourhood Policing 'Town Centre' teams / stronger presence in 'hotspot' locations / Project Vigilant / Predatory Offender Units <b>AND VAWG Action Plan:</b> Protecting women and girls in public spaces, at home and online actions	<b>STRIDE (protection strand)</b> on hate crime (promoting reporting and increasing detection)	<b>STRIDE (protection strand)</b> Work pro-actively with communities to prevent and reduce violence  <b>Rebuilding Trust plan (Doing job well strand):</b> working with the hospitality and night-time economy sector to keep women safe and feeling safe
Mobilising partners and public	<b>STRIDE (engagement strand):</b> increase ward panels engagement on- and offline	<b>STRIDE (engagement strand):</b> transform our two-way communication with the public	<b>STRIDE (protection strand):</b> working with partners to divert people away from offending  <b>STRIDE (engagement strand):</b> engage with, and celebrate London's communities <b>AND DCDG (Strand 2)</b> Engaging with black communities and key stakeholders to improve trust and confidence

Achieving the best outcomes in pursuit of justice and in support of victims	<b>VAWG Action Plan:</b> Bringing offenders to justice and improving criminal justice outcomes for victims actions	<b>VAWG Action Plan</b> Working with our partners and with women to improve prevention and victim care actions	<b>STRIDE (protection strand):</b> reduce victimisation of the most disadvantaged working with local authorities
Seizing the opportunities of data and digital tech	<b>Rebuilding Trust plan (Doing job well strand):</b> GPS tagging system for high-risk domestic abusers perpetrators / Safer Street app pilot to prevent crime / improving digital investigation <b>AND</b> work aligned to Open Data Strategy		<b>STRIDE (engagement strand):</b> make more equalities information publicly available
Care for each other, working as a team, and being an attractive place to work	<b>STRIDE (equalities strand):</b> achieve our recruitment, retention and progression ambitions for under-represented groups <b>AND DCDG (Strand 3)</b> Identifying and challenging any barriers within attraction, recruitment & selection for black candidates	<b>STRIDE (equalities strand):</b> improve inclusion and confidence of disabled employees  <b>Rebuilding Trust plan (Improving culture strand):</b> addressing differential outcomes in Staff Survey (in particular gender and race) <b>AND DCDG (Strand 4)</b> Improving the sense of inclusion, support & career progression for black officers and staff	<b>STRIDE (equalities strand):</b> ensure our people feel included, and treated fairly and with respect  <b>Rebuilding Trust plan (Improving culture strand):</b> delivering Op Signa to increase internal confidence and reporting of sexual harassment and unacceptable conduct.
Learning from experience, from others, and constantly striving to improve	<b>STRIDE (learning strand) AND Rebuilding Trust plan (Improving Culture and Doing Job Well strands):</b> leadership programme / develop a generation of inclusive leaders + leadership development for women and underrepresented groups + DA training	<b>Rebuilding Trust plan (Improving culture strand):</b> actively supporting the employment of women at all levels and in all commands of the Met	<b>STRIDE (learning strand):</b> improve our response to public complaints  <b>VAWG Action Plan:</b> Improving Met culture and professional standards actions <b>AND Rebuilding Trust plan (Raising standards strand):</b> reinforce the standards messages internally
Being recognised as a responsible, exemplary and ethical organisation	<b>Rebuilding Trust plan (Raising standards strand):</b> increase investigators within Professional Standards  <b>Rebuilding Trust plan (Raising standards strand):</b> review of PADP recruitment, vetting, culture, professional standards and supervision	<b>STRIDE (equalities strand):</b> reduce disproportionality in our internal processes  <b>STRIDE (learning strand):</b> increase transparency on our use of powers  <b>Rebuilding Trust plan (Raising standards strand):</b> review and dip sampling of internal investigations against employees	<b>STRIDE (learning strand):</b> make community engagement central to the use of our powers <b>AND DCDG (Strand 1)</b> Further improving trust and confidence for policing encounters, including those involving the use of force

Measures of success	
Focusing on what matters most to Londoners	<ul style="list-style-type: none"> <li>• Reductions in homicides / gun crime / knife crime</li> <li>• Sustained partnership work with partners in prevention</li> <li>• Support to young victims / offenders of knife crime</li> </ul>
Mobilising partners and public	<ul style="list-style-type: none"> <li>• Officers trained to improve quality of interactions</li> <li>• Stronger prevention strategies</li> <li>• More visible local presence</li> <li>• More volunteers engaged from communities or groups with lower trust</li> </ul>
Achieving the best outcomes in pursuit of justice and in support of victims	<ul style="list-style-type: none"> <li>• Increased positive outcomes in a range of high harm crimes (incl. rape, knife crime, race hate crime and domestic abuse)</li> <li>• Consistently better case file quality</li> <li>• Effective diversion programmes</li> <li>• Victim experience and communication sets the right expectations</li> </ul>
Seizing the opportunities of data and digital tech	<ul style="list-style-type: none"> <li>• Increased data compliance (SAR, FOI etc) / reduction of breaches</li> <li>• Better quality and reliability of our data</li> <li>• We are more open about what we are trialling, better at evidencing impact and speak to stakeholders to address ethical issues, including equality impact</li> </ul>
Care for each other, working as a team, and being an attractive place to work	<ul style="list-style-type: none"> <li>• Diversity of the workforce at all levels of seniority</li> <li>• Professionalisation of career through apprenticeships</li> <li>• Acting on staff survey results</li> <li>• Faster recruitment processes</li> </ul>

	<ul style="list-style-type: none"> <li>• Reducing grievances in employment tribunal</li> <li>• Work and leadership on staff wellbeing and safety</li> </ul>
<p>Learning from experience, from others, and constantly striving to improve</p>	<ul style="list-style-type: none"> <li>• Training provision and proactivity coupled with digital access</li> <li>• Better implementation of relevant recommendations from external reports</li> </ul>
<p>Being recognised as a responsible, exemplary and ethical organisation</p>	<ul style="list-style-type: none"> <li>• Balanced budget with appropriate resourcing of priority areas.</li> <li>• Responsible employer</li> <li>• Improved social media agility in tune with what matters for Londoners</li> <li>• A trusted voice in London's local communities and with partners</li> <li>• Better communication and consultation with stakeholders on areas of concern</li> </ul>