

MOPACMAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

MPS-MOPAC JOINT AUDIT PANEL

28 March 2022

Rebuilding Trust and Confidence

Report by: The Director of Strategy and Governance

Report Summary

Overall Summary of the Purpose of the Report:

This paper is provided to build on previous discussions at Audit Panel in January about the Met's continued work to improve trust and confidence.

The paper provides an update on the governance arrangements in place that support the Met's three core action plans - Rebuilding Trust, STRIDE and VAWG – and anchor these in our strategic framework as set out in Met Direction, our strategy to 2025.

The paper then provides a summary of the current position of the Rebuilding Trust priorities and our continual focus on responding to community concerns as they relate to the culture and standards of the Met, our officers and staff.

Key Considerations for the Panel

- Work on measurement of trust is ongoing; a notable development is more granularity from the public attitudes survey.
- The role of oversight and other partners in facilitating improved trust and confidence in the Met – we are discussing this with MOPAC, Home Office and others.

Interdependencies/Cross Cutting Issues

- There is considerable overlap with our corporate risk focus, outlined in the separate risk papers.

Recommendations

N/A

1. Supporting Information

- 1.1. As the paper at the January Audit Panel set out the Met’s work to increase trust and confidence sits across a range of actions plans including Rebuilding Trust, STRIDE (including the Deputy Commissioner’s Delivery Group) and Violence Against Women and Girls.
- 1.2. We know that trust is multifaceted and is influenced by a range of factors including professional standards and police effectiveness amongst others. We have set out over the three action plans specific commitments that respond to different aspects of community concerns and seek to drive improvement in priority areas. In addition the Met is continuing to seek to address performance challenges, with strong emphasis on improving police effectiveness, enhancing public experience and demonstrating our service as a force for good across all the Met Direction Pillars.
- 1.3. The Met has strong governance processes in place that allow us to consider, coordinate and respond to all aspects of trust and confidence. The Met’s Rebuilding Trust (RBT) work is overseen by a specific RBT Management Board chaired the by Commissioner.
- 1.4. To support strategic join up Management Board members responsible for each of the different actions plans (Rebuilding Trust, STRIDE and VAWG) now provide a joint update to the six weekly Performance Board, chaired by the Deputy Commissioner. This ensures that senior leaders across the organisation are aware of the latest updates across each of the plans and provides an additional level of coordination across the plans at the most senior levels of the organisation. An overview of our governance arrangements for the three plans is provided in table 1.

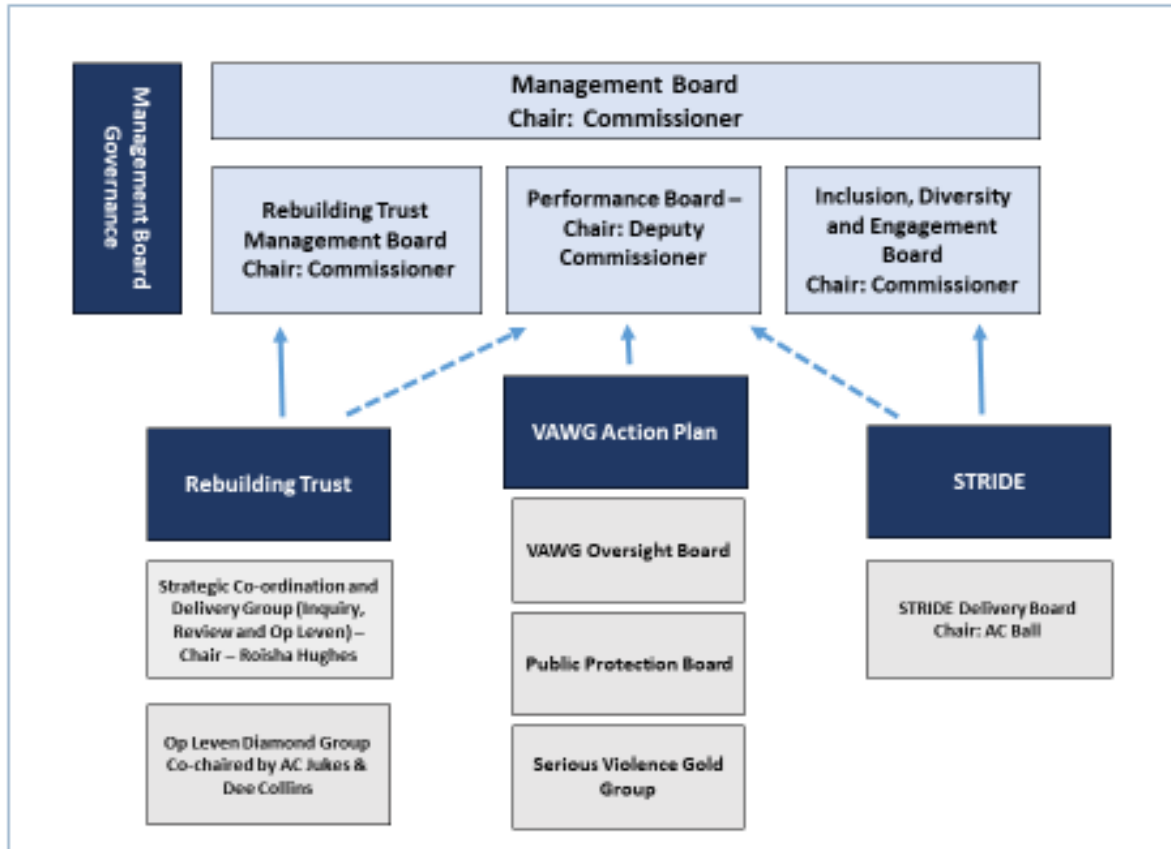


Table 1 - Action Plan Governance

- 1.5. Our enhanced Business Plan, 2022-23 will clearly tie together these priorities, along with agreed milestones and agreed performance metrics, in one place.
- 1.6. In addition to this, every 4-6 months our Management Board will consider a strategic assessment of trust and confidence in the Met. This will be anchored in our strategy, which sets out our vision to be ‘the most trusted police service in the world’.

Rebuilding Trust

- 1.7. The Met has set out 20 immediate priorities across two Rebuilding Trust plans (October 2021 and December 2021). The Rebuilding Trust team monitors progress against each of the priorities with updates provided on a regular basis to RBT Management Board. Issues are also escalated between board meetings as required. At the end of this financial year (2021/2022) 11 of the 20 priorities are due for completion and sign off. This will leave eight priorities with work underway as one priority was completed in quarter 3.
- 1.8. In addition the Commissioner has set out a further 16 commitments in her letter to the Mayor of London on the 4th February. The Met has reviewed these following the Commissioner’s announcement that she will be stepping aside as Commissioner and have decided to progress with 15 of the 16 commitments. One of the commitments that requires a significant investment decision (100 officers and staff) will be put on hold for the foreseeable future, and we are seeking an alternative method of achieving some of the effect envisaged in that paused commitment.
- 1.9. Each of the priorities and commitments plays its own individual role in contributing to rebuilding trust in the Met. Some have specific measures for success and can be easily evaluated, others that go to the heart of our culture are more challenging to measure and evaluate. One of the aspects that the Commissioner has asked Baroness Casey to consider will also support our constant review and evaluation of the work underway including the Rebuilding Trust plans. The relevant part of the agreed terms of reference is:

“Review the relevant programmes of work the Met already have in train that link to the above and suggest improvements and prioritisation, and how learning is embedded, applied consistently and communicated publicly;”

- 1.10. A separate work stream is underway to define key metrics across key aspects of trust and confidence with a specific focus on the Rebuilding Trust. The priority is to progress an internal dashboard covering misconduct and disciplinary metrics. Once complete we will then progress a wider Rebuilding Trust dashboard.
- 1.11. We continue to provide regular updates to the public on our work to rebuild trust. We recently updated our public lines and website content to document the considerable activity that has been delivered since October 2021. We will provide further public updates in April and on a continual basis. We will continue to undertake significant engagement with our internal and external communities to ensure we are listening and acting on their feedback.
- 1.12. It is important to recognise that we have been focused on directly responding to the concerns of our communities delivering targeted tangible activity that supports our determination to rebuild trust. It is likely that this will continue to be the priority over the next 9 – 12 months.

1.13. Over the next 6 months, with MOPAC's support, we would want to explore further the drivers of trust in the Met and consider what we could prioritise to have the most positive and significant impact on improving trust and confidence. This activity clearly has considerable dependency on the external environment and we will need to continue to prioritise immediate activity as and when required.

1.14. This will build upon existing measures in our Performance framework, which is refreshed annually. Trust has been a focus of the annual refresh and the panel will be familiar, for example, with the metrics in Pillar 7 (Responsible, Exemplary & Ethical) and which are reviewed by Performance Board.

2. Equality and Diversity Impact

N/A

3. Financial Implications

N/A

4. Legal Implications

N/A

5. Risk Implications

N/A

6. Contact Details

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