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Dear Sadiq

I am grateful for the full discussion we had on Wednesday about trust and confidence in the Met. I want to be very clear. I fully share the depth of your concern following the conclusion of the case surrounding the behaviours of some members of a team at Charing Cross Police Station in 2016-2018, but also more widely linked to recent events. I recognise that this is very serious and urgent action is required. We still, sadly, see far too many examples of bullying and abuse of trust, of disrespect and lack of compassion.

I applied to be Commissioner so that I could be a force for good — for London, and for the Met. There is much we should admire — and I know you do. But I was clear five years ago, and I am clear today, that further cultural change is needed and I am ever-more resolute in my determination to lead that change from the front over the next two years. This is serious and it is urgent.

The Met is keeping London safer — our achievements in reducing violence and bucking the trend nationally on many performance metrics over the last 2 years speak for themselves. But repeated failures of officers and staff to abide by the high standards I expect, and that the public rightly expect, are plain and simply unacceptable. There is no place in the Met for anyone who is a bully, or for anyone who is racist, homophobic, a misogynist or who doesn't understand that sexual harassment is utterly wrong. There is no place in the Met for those who hide behind the term 'banter' but whose obvious intent is to undermine others and cause harm. I want a Met where each and every one of us must be actively against sexism, racism, homophobia, and all forms of discrimination or abuse of trust. We must have zero tolerance.

You know that I do not think these failings we have seen are exhibited by the majority of the hard-working officers and staff of the Met. But very evidently the description applies to too many and that is undermining trust and confidence. I have never suggested that in my 50,000 officers, staff

and volunteers, this is just 'a few bad apples'. The problem is much wider than that, clearly, and it is my job to accelerate our work to root out unprofessional individuals and rotten teams, and raise standards across the board.

I know we are better placed now to confront these challenges than we were five years ago. We are rooting out those who have no place in the Met; you should be in no doubt that we will continue to do so with utter determination. We have worked hard to create a more humane, fair and just Met and one where people can speak up. We are focusing ever more on basic standards and ensuring our values shine through in everything we do. We should welcome the fact that as a result of the culture shift we have already achieved, twice as many people are now coming forward to express concerns through the extensive framework we have in place for reporting wrongdoing than did so in 2018. Our staff surveys over the past 5 years show substantial positive movement on engagement, fairness and advocacy, including amongst our minority staff groups.

I have today written to every officer and member of police staff to set out in very clear terms what I expect from them all and the behaviours that will not be tolerated. This follows briefings of all teams by their line managers that were mandated by me in October, to spell out clearly the standards we expect, our expectations that colleagues must not turn a blind eye where they see wrong doing taking place, and a reminder that inappropriate social media use is unacceptable. However, I am now taking even more direct action. Tomorrow morning I will lead a call with all of my senior leaders, spelling out what I expect from them and going through the detail of this letter. I will require senior leaders (at least at Superintendent rank) to speak to every team in the next few days to ensure everyone has seen and read my letter; has understood it; and to spell out clearly and explicitly the standards that I expect and the requirement we place on people to come forward and report wrongdoing wherever they see it. Senior leaders will be required to report back to me, personally, within two weeks that these briefings have taken place. I and my Board will also visit as many locations as we can over the next two weeks to join these briefings and ensure the importance of what is being said is understood by all.

I attach to this letter a summary of the steps we have already taken to respond to legitimate concerns about the Met, and to which I have already committed in our Rebuilding Trust Plan, Violence Against Women and Girls Action plan, our Diversity and Inclusion Strategy (STRIDE) and our work by the Deputy Commissioner's Delivery Group in response to your Action Plan. However, I know further significant and decisive action is needed. Building on the extensive plans already in place, I set out the following acceleration of this determined campaign, which I look forward to discussing further with you at the earliest opportunity.

An extended list is attached, however the most significant areas of acceleration are:

- An agreement on the initial focuses for Baroness Casey's review, to give her assessment of the depth and breadth of understanding about the standards of behaviour we expect; and a detailed examination of whether we are sufficiently robust in dealing with misconduct within the Regulatory framework;
- I am introducing — with immediate effect — a new Command Assessment of Standards that will need to be completed by every leader of a command unit (OCU or police staff Directorate) to enhance accountability, oversight and scrutiny of standards and the professional health of units across the Met. This is a very substantial step, and will form a critical new component of our governance and assurance process. These assessments will be scrutinised at Management Board level, but as part of our governance framework will also be open to scrutiny by MOPAC and the Audit Panel;
- In addition, to ensure confidence in the quality of the Command Assessment of Standards, I am establishing, initially for two years, a 100-strong mixed team of officers and staff to test and validate the judgements (and identified risks) under the leadership of the

Commander, Rebuilding Trust. I will personally review the findings of each of these inspections and I will want to ensure the findings and learning we generate are explored and shared transparently through our oversight mechanisms;

- Through the extensive and regular engagement events held every week between Met leaders and London's communities we will use every opportunity to listen to community concerns and seek their ideas on how we can improve further;
- I am further strengthening our Professionalism Command, with the appointment of an additional Deputy Assistant Commissioner (DAC) focused on operational standards, enabling the existing DAC for Professional Standards to focus exclusively on this. This is a significant additional senior appointment;
- I will make even more clear, and at every opportunity, in our communication internally and externally, that we are and want to be seen as an actively anti-racist organisation and one that does not tolerate bullying, harassment and discrimination. We are accelerating the delivery of a hard-hitting internal communications campaign to reinforce this. I know that this is not just about communications though, and this will be a key plank of our STRIDE Delivery Plan for 2022-23 which we are currently finalising. We will continue our extensive and positive engagement with our Independent Advisory Groups (IAGs) and Staff Support Networks;
- The Deputy Commissioner will personally brief all 733 recently promoted Sergeants, reiterating my expectations of them in their key leadership role to promote and maintain the highest of standards;
- I have asked the College of Policing to undertake an urgent review of our policy on officers subject to misconduct processes or outcomes being able to seek promotion. Whether or not this leads to proposals for change will be a matter for the review to explore, but I will want to discuss with the Deputy Mayor how MOPAC can also provide input to this work.
- We have agreed with the Chief Executive of the College of Policing to identify outstanding examples of relevant work elsewhere on building trust and confidence in policing, which could translate quickly into the Met.

Whilst already set out in our plans, I have asked for urgent advice from our experts on whether we can move faster on two key aspects of our existing commitments in our Rebuilding Trust Plan:

- Our commitment to explore new ways to assess candidates during initial police officer recruitment — to understand whether it is possible to fairly identify those who are more likely to compromise on our standards and values;
- Our commitment to accelerate the use of information technology to help us better prevent misconduct by focusing on interventions.

You will also recall that in October I commissioned three detailed reviews of different aspects of current and historic misconduct cases and allegations¹. This detailed work has progressed at pace and is now nearing conclusion. I expect to receive the findings within the next four weeks. I will of course share the findings with the Deputy Mayor and we will respond robustly to any concerns that arise.

I also look forward to discussing further with you the scope to explore jointly, and with Government and partners across policing, critical policy issues that I believe require urgent attention:

- I know you share my frustration that the misconduct process, for all its careful construction after extensive consultation, takes too long and takes too little account of

¹ www.met.police.uk/SysSiteAssets/media/downloads/met/about-us/rebuilding-trust-update-on-progress.pdf



the importance of public trust and confidence. I do not under-estimate the challenge of achieving change here within a national system, but a wide debate is needed and one I think we can lead from London;

- Whether we should have the ability to review the phone and social media accounts of officers and staff — on a random or with cause basis — to assess whether they are expressing inappropriate views which may undermine their ability to be a police officer, or which could undermine public trust and confidence. This is a contested and complex area, but is again one that I think we could jointly lead a national debate from London.

I know that trust and confidence is critical to the Met's mission and our ability to deliver for London's communities. Ultimately, our vision is for the Met to be the most trusted police service in the world. I know that we have a significant amount of work to do achieve our vision and that it will be challenging. Over the weeks and months ahead, more cases will come to light which raise questions about the Met's culture and our standards. As we up the ante on standards, it is inevitable.

As I have said I and my senior team are resolute in our determination and commitment to this. On Monday Baroness Louise Casey starts her independent review of the Met's culture and standards; I cannot overemphasise the importance of this. The additional substantial steps outlined in this letter, building on the progress of the last five years and our most recent Rebuilding Trust Plan, will further accelerate the progress I am determined achieve. I look forward to discussing this further with you at the earliest opportunity.

yours


Cressida Dick
Commissioner

Annex — Acting on our commitments

We have set ourselves a wide-ranging, ambitious and urgent set of commitments across our [Rebuilding Trust Action Plan](#), the [Violence Against Women and Girls \(VAWG\) Action Plan](#), Deputy Commissioner's Delivery Group and [Strategy for Inclusion, Diversity and Engagement \(STRIDE\)](#). Each of these commitments plays a part in improving trust and confidence in the Met.

We have already delivered a significant number of commitments including:

- Rolling out our latest leadership campaign on Inclusive Leadership. It focused on building leadership confidence, capability and commitment to a more inclusive Met. Over 9000 leaders have taken part in this development programme. To embed this work further our senior leaders in each of our Operational Command Units (OCUs) and BCUs are now starting their high performing and inclusive teams programme.
- Appointing 12 Chief Inspectors, one per Basic Command Unit (BCU)) to focus exclusively on driving a step change in adherence to standards locally. These are critical roles and ones that allow us to increase our proactive approach to ensuring adherence to our professional standards in the widest sense.
- Making significant strides towards making the Met more representative of the community we serve. Implementing an ambitious programme of activity that has improved the overall success rates for our Black Asian, Minority Ethnic Heritage candidates, removing almost all of the previous disproportionality. The aim now is to ensure we attract even higher volumes of candidates into our recruitment process with greater confidence that we and they will not see levels of disproportionality.
- The Network of Women launched Operation Signa. Signa is the Met's new programme to tackle sexual harassment. This has involved powerful video content about negative experiences Women in the Met have had, the launch of a recording tool and listening circles and communication campaigns.
- Growing our HeForShe network with hundreds of Champions across the Met. The Deputy Commissioner leads this work. The Deputy Commissioner has also run sessions for all Chief Superintendents and Superintendents with the HeForShe and Network of Women to reinforce our strong messages and expectations on gender equality. This was further highlighted at the Senior Leaders Event in January — for the c.100 most senior leaders in the Met which focused on gender equality.
- In November, we made an immediate investment of over 50 additional officers and staff into our Directorate of Professional Standards (DPS) to strengthen our capability and to do more to prevent and identify the abuse of trust by our people. Our investment in this area continues and we now have a new dedicated team focused on the investigation of allegations of sexual misconduct and domestic abuse.
- Requiring Line Managers to have a conversation with every officer and staff member to reinforce the standards that must be upheld in regards to predatory behaviours; reinforcing a proactive duty to stop any inappropriate behaviours and misuse of social media and messaging apps; misuse of social media and messaging apps. We are undertaking significant further activity to follow this up.
- Creating an active Learning and Development Community Reference Group (CRG) who help ensure that our training, inputs and resources are culturally competent and appropriate for MPS officers and staff. This approach has been of significant value when developing the Cultural Awareness Portal, a digitised platform where MPS officers and staff can explore current and historical information about London's communities, including the international context of London, as one of the most diverse capital cities.
- Prioritising the attraction and recruitment of women and police officers from visible minority ethnic backgrounds, the Met has reached its highest ever number of both (9,404 women officers and 5,223 officers from visible minority ethnic backgrounds)

- Completing the first tranche of DA Matters training for frontline officers and staff to improve our initial response to domestic abuse, including better recognising and responding to coercive and controlling behaviour.

In the year ahead, we will go further and faster delivering:

- The Commissioner will personally visit all areas of London (all 12 Basic Command Units), to talk to and listen to officers about our culture, standards and expectations, and to talk to and listen to local communities about the issues affecting them and how we can build the highest levels of trust.
- An urgent review of all current investigations into allegations of sexual misconduct and domestic abuse against our officers and staff to make certain that those who made the allegations are being properly supported and the investigations are comprehensive. This will encompass a thorough review of the vetting history of those under investigation to reassure the public and ourselves that our internal processes are the best they can be
- A dip sample of cases from the last 10 years where sexual misconduct and domestic abuse allegations have been made and those accused remain in the Met, to ensure that appropriate management measures (including vetting reviews) have been taken.
- Reviewed 40% of cases where officers have been dismissed in the last year for poor behaviour and assess whether there is any learning that would have enabled us to prevent the poor behaviour or where necessary progress the case more quickly.
- Strengthened support to any person who uses our 'raising concerns' approach to ensure we build confidence for reporting, create the right channels and support our people.
- Exploring new ways to assess candidates during initial police officer recruitment — to understand whether it is possible to fairly identify those who are more likely to compromise on our standards and values
- Creating a risk assessment process and develop a training package that together help supervisors understand the risk factors that may lead an officer or member of staff to be more likely to commit misconduct, and how they may be able to intervene. This will be based on work undertaken by the London Policing Ethics Panel published in February 2021.
- Continuing to invest in leadership development for women and underrepresented groups, by delivering two targeted career development programmes: "Inspiring Leadership" for Black constables and "Lead On" for women and/or Black, Asian and Multiple Ethnic Heritage colleagues at sergeant, Inspector and staff equivalent level. Building diversity at these ranks is important as they are recognised as critical leadership roles. These ranks are key to developing trust both internally and externally as they set the tone for their officers and staff and how they interact with our communities and partners.
- Recruiting more police officers who are women and / or are from visible ethnic minority backgrounds, and supporting their progression, are key elements of the wider work of building a Met that is more representative of London. We will work with communities and partners to achieve our recruitment, retention and progression aspirations for those from under-represented groups. From 2021, we have been aiming for 40% of our new recruits to be women, to rise to 50% in 2022.
- We will deliver on the ten further actions we agreed immediately following the evidence heard at the East London Inquests. These include reviewing how we can develop the role of our LGBT+ advisers, particularly around engaging with our communities, and working to recruit more. We are also committed to acting on and responding quickly to the Coroner's Prevention of Future Deaths report.
- To support our work to increase public participation and trust we will have established by March 2022, in each BCU, a 'Ride Along' initiative-allowing members of the public to join our teams as they Police London.
- Improving accessibility and Met support for those who are most disadvantaged, we will work with partners to increase the number of third party reporting sites across BCUs in a variety of community/partner locations.

- Through accessible public-facing videos, we will provide explanations of how Met officers and staff use our powers and perform our functions within the law.
- Through the Professional Standards Transformation Programme, we will deliver a new public complaints process by September 2022. This will reshape how the Met will approach complaints from the public, with an emphasis on quicker resolutions and improved public satisfaction.