

MOPACMAYOR OF LONDON
OFFICE FOR POLICING AND CRIME**METROPOLITAN
POLICE****TOTAL POLICING**

AUDIT PANEL

Friday, 22 September 2017

Met Inclusion, Diversity and Equalities Report

Report by: Head of the Strategic Inclusion and Diversity Unit (SIDU)

Report Summary

Overall Summary of the Purpose of the Report

This report updates the Panel on progress in Inclusion and Diversity since the last meeting. It addresses the action assigned from the last meeting, which was; Action 17. 30th June 2017. *“MPS to include the Inclusion and Diversity Strategy dashboard in its September report to the Panel. The Report should also include information on further progress made in implementing the actions from the DARA’s Equalities and Inclusion audit.”*

The Panel is asked to note that a performance dashboard was presented to the STR.I.D.E Board meeting on 9th August, at which the Board asked for a number of additions and changes to be made to the content of the dashboard.

We met with the Director of Information and Insight on 1st September to develop the dashboard as recommended by STR.I.D.E Board. An updated performance dashboard will go to the next STR.I.D.E Board meeting in December and the approved dashboard will be presented to this Panel at its December meeting.

Alternatively, the dashboard will be presented to the Panel as a draft if it has not been approved by the time of the next Panel meeting. Therefore, the action should remain outstanding, pending completion at the next Audit Panel.

Key Considerations for the Panel

- The Inclusion and Diversity strategy has been approved by both STR.I.D.E and Management Boards. We are working with colleagues in our Directorate of Media and Communication to launch the strategy at the end of September.
- The performance dashboard for the strategy will be presented at the December meeting and also to this Panel in December.

Recommendations

The Audit Panel is recommended to:

- a. Note the completion of the strategy and planned publication at the end of September.
- b. Note the activities undertaken to address the recommendations made by the MOPAC Directorate of Audit, Risk and Assurance Risk and Assurance Review. (Appendix 1)

1. Supporting Information

- 1.1. Following completion of the strategy, the focus of the Unit will now turn to prioritising the work in the Delivery Plan and working with colleagues in different parts of the organisation to deliver activities. This will be done under the direction and guidance of STR.I.D.E Board.
- 1.2. STR.I.D.E. Board will use the Delivery Plan to allocate projects and hold B/OCUs to account. Furthermore, the work-plan gives responsibilities to different B/OCU's across the Met, for example: 'recruiting a diverse workforce' is the responsibility of HR.
- 1.3. STR.I.D.E Board will assure the Met workforce and external key stakeholders that the objectives and priorities are delivered. The Board will update the Met's Management Board. The Police and Crime Plan makes clear reference to the Inclusion Strategy and it outlines how it will hold the Met to account for delivering on its objectives and priorities.

2. Equality and Diversity Impact

All activities reported on are being developed to mitigate risk and negative impacts on equal opportunities or diversity.

3. Financial Implications

Any appropriate financial implications will be addressed as required.

4. Legal Implications

Any appropriate legal obligations will be addressed as required.

5. Risk Implications

Any appropriate risk implications will be addressed as required.

6. Contact Details

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7. Appendices and Background Papers. **Appendix 1 – Updated DARA report**

M O P A C |

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Directorate of Audit, Risk and Assurance

Follow Up Review

Inclusion and Diversity Strategy and Implementation

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1. Background

- 1.1 This audit follows up the progress made towards implementing the agreed actions from our review of the Inclusion and Equality Strategy and Implementation that was completed in August 2016.
- 1.2 Management agreed fourteen actions, five categorised as high priority that were suggested to support effective development and implementation of the Inclusion and Diversity Strategy.

2. Audit Objectives

- 2.1 Our objectives during this review were to:
 - Establish whether the agreed management actions have been implemented effectively.
 - Assess the impact of any changes in the system since the original review.

3. Audit Assurance

- 3.1 There has been some improvement in the framework supporting the development and implementation of a Diversity and Equalities Strategy, with significant work having been completed. Whilst a revised Inclusion and Diversity Strategy has been drawn up and agreed by the STRIDE Board, the Strategy not yet been published. Since our original review, four of the agreed actions have been fully implemented including one high priority, eight partly implemented, including four high priority, one has not been implemented and another is no longer applicable and alternative actions have been taken. Developments can be summarised as follows.
- 3.2 A draft Inclusion and Diversity Strategy has been developed, which includes clearly defined objectives; to make the Met an organisation that reflects the City, to change cultural behavior and internal processes and to reduce the inequalities in interactions with Londoners. The Strategy is aligned to the One Met 2020 Model and is currently being reviewed to ensure it appropriately reflects and supports the recently published Police and Crime Plan. This has been agreed by the STRIDE Board and will be forwarded to Management Board for information.
- 3.3 A delivery schedule has been drawn up to support implementation of the Strategy once approved. This details activity with defined start and end dates and it is supported by a SIDU work plan, which details resources requirements for the team, identified across seven priorities, including links to the Police and Crime Plan.
- 3.4 A communications plan has been drafted and is expected to be published shortly. An intranet presence for STRIDE, which will include good and

innovative practices being disseminated across the MPS has been established and a website will also be implemented.

- 3.5 A top line set of performance measures have been drawn up, with monitoring to be completed within stated timelines over the next 36 months. These will facilitate evaluation of the implementation of the Inclusion and Diversity Strategy, including defining outcomes required and identify further issues and actions required.
- 3.6 The Governance Structure is clearly defined in the Terms of Reference for the STRIDE Board. This Board meets every three months and the Chief Superintendent, who is the MPS Lead on Inclusion and Diversity, holds regular meetings with MOPAC to ensure clear oversight of the Inclusion and Diversity Strategy agenda. Regular meetings are also held with the Deputy Mayor for Policing and Crime to ensure that progress continues to be made with the issues identified. Performance against the strategy will be a standing item on the STRIDE Board agenda, for review and appropriate action.
- 3.7 Presentations on the content of the draft Strategy and associated issues have been made at four of the Commissioners Team Leader events and at SO and SCO IDE Forums. Resourcing for the IDE programme will be supported by students from selected academic institutions.
- 3.8 Significant activity for the IDE agenda has been completed within SCO and SO. This has included active IDE Forums with representation from OCUs and reports on work being completed and performance outcomes and monitoring of diversity data, as well as reviewing the level of public complaints and satisfaction surveys on how well the MPS is received. This activity is supported by the Commander for SO and by DASCO and provides an effective model to promote across the MPS.

4. Key Issues Outstanding

- 4.1 The attached table details progress made in the implementation of the agreed actions. The key issues that remain outstanding are summarised below;
- 4.2 A revised Inclusion and Diversity Strategy has been agreed by the STRIDE Board but this has not yet been published and this is key to driving the required improvements across the MPS. The Strategy will need to be supported by appropriate oversight and review of progress in meeting the desired outcomes. **(Actions 1 and 3 refer)**
- 4.3 The role for each officer and member of staff in implementing the Inclusion and Diversity Strategy needs to be clearly defined. Reporting of progress against the revised strategy has not yet been determined, which will be vital in ensuring that the implementation of the strategy achieves the stated objectives. **(Action 4 refers)**
- 4.4 The Communications Plan to support the Strategy is being developed but is not

yet fully drafted and implemented. Whilst articles and use of the discussion forums have been put into place, the planned website presence to support the dissemination of good practices and innovation is not yet in place and will be key to the success of the Inclusion and Diversity Strategy. **(Actions 5 and 9 refer)**

- 4.5 Resources are being identified to provide effective support for implementation of the Inclusion and Diversity Strategy with students from identified universities. Until these resources are in place, the implementation and aspirations may not be fully realised. **(Action 8 refers)**
- 4.6 The risk register needs to be fully developed to ensure that relevant action is taken to address risks as required **(Action 11 refers)**
- 4.7 Work that is continuing on the Fairness at Work review and the EHCR report into discrimination also needs to be incorporated into the toolkits and the strategy as necessary. **(Action 12 refers)**
- 4.8 Work is continuing to develop appropriate support for the implementation of the Inclusion and Diversity Strategy across the MPS. Significant work has been supported within SCO and SO but this needs to be fully implemented across other Directorates. Evaluation of the schemes in SCO and SO needs to be completed, to facilitate implementation of successful initiatives across the MPS. Further work is continuing to analyse data arising from recruitment activity. **(Action 13 refers)**
- 4.9 The role of MOPAC in providing oversight of the Inclusion and Diversity Strategy and agenda needs to be clearly articulated. **(Action 14 refers)**

RISK CATEGORISATION

The agreed actions are categorised as follows:

High Agreed actions which arise from major weaknesses in controls that expose the business to high risk of loss or exposure in terms of fraud, impropriety, poor value for money or failure to achieve MPS objectives. Remedial action should be taken urgently.

Medium Agreed actions which although not fundamental, relate to shortcomings in control, which expose the individual systems to a risk of exposure or loss.

ANALYSIS OF AGREED ACTIONS					
Category	Agreed	Fully Implemented	Partly Implemented	Not Implemented	Not applicable
High	5	1	4		
Medium	9	3	4	1	1
Total	14	4	8	1	1

FOLLOW UP FINDINGS

Original Ref.	Recommended Action	Category	Agreed Management Action	Follow Up Finding	Further Agreed Actions and Target Date
1	Approval of the STRIDE Strategy, which clearly articulates MPS vision and objectives, by Management Board.	H	The redrafted strategy now includes vision, objectives and priorities. This will be sent out for consultation within and outside the MPS and will be presented to the next STRIDE Board on 7 November 2016 for approval.	<p>Partly Implemented</p> <p>Following the publication of the Police and Crime Plan 2017-2020 on 20 March 2017, the draft Inclusion and Diversity Strategy has been revised further and was agreed by the STRIDE Board on 10 May 2017. It will now be forwarded to Management Board and published.</p> <p>The vision for the Strategy is stated through three objectives:</p> <ol style="list-style-type: none"> 1. To make the Met more reflective of the city we serve, 2. Change our culture, behaviour and internal processes, and 3. Reduce the inequalities in our interactions with Londoners. <p>For each objective, challenges, achievements to date and how success will be measured, together with actions that will be completed next are specified. The strategy details issues to be addressed both within the MPS and those external to the MPS.</p> <p>Governance and monitoring will be measured against the three main aims of the strategy-to advocate, motivate and innovate.</p>	<p>The Strategy is formally published and launched.</p> <p>Responsibility:</p> <p>Head of Diversity and Inclusion and Diversity Strategy</p> <p>Target date: 30 June 2017</p> <p>The strategy will be launched at the end of September 2017. The Strategic Inclusion and Diversity Unit is working with our Department for Media and Communications to develop a communications plan – for both internal and external audiences – to accompany the launch</p>

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				<p>Performance measurement is specified and is planned to commence with effect from May 2017. See 3 below.</p> <p>The strategy has been approved by following people following incorporation of their feedback: The Commissioner STRIDE Board Deputy Mayor for Policing and Crime</p>	
2	A clearly defined implementation plan with key actions, deliverables and realistic timescales, distinguishing between short to longer term goals will be produced.	H	An implementation plan is drafted and included within the document. This is a dynamic document that will alter as the work progresses.	<p>Implemented</p> <p>A delivery schedule has been drawn up which details 51 activities, with a planned start date and duration for each activity. The schedule will be monitored to record completion and whether this was within the projected timescale. This will continue to be a dynamic document, which is updated regularly with progress and issues reported to and discussed by the STRIDE Board.</p> <p>The delivery schedule is supported by a SIDU Work Plan with tasks assigned to each team member, with resource requirements identified across seven priorities, the last of</p>	.

FOLLOW UP FINDINGS

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				which aligns activity to the Police and Crime Plan 2017-2020.	
3	An appropriate set of performance measures key to delivery of the Strategy will be developed and used to evaluate the success of delivery of the strategy.	H	A top line set of performance measures are included within the draft strategy. These measures will be expanded with activities that will be carried out to achieve the measures.	<p>Partly Implemented</p> <p>Measurement of performance milestones for the % BME and female applicants, to increase BME and female promotions, increase representation for all protected characteristics, reduce the attrition of all officers with protected characteristics, reduce the level of complaints and increase victim satisfaction for hate crimes, are all set out.</p> <p>Monitoring of these measures will commence 1 April 2017.</p> <p>A draft performance dashboard was presented to STRIDE Board on 9th August and the meeting offered a significant amount of feedback on the information that the dashboard should contain.</p> <p>On 1st September the Strategic Inclusion and Diversity Unit met with the Director of Information and Insight to develop the dashboard in line with the feedback from members of STRIDE Board.</p> <p>A revised dashboard will be presented to the next STRIDE Board meeting in</p>	<p>STRIDE Board monitor delivery against the desired outcomes of the Strategy at each of its meetings.</p> <p>Responsibility: Head of Diversity and Inclusion and Diversity Strategy</p> <p>Target Date: 30 September 2017</p> <p>The revised performance dashboard, approved by SATRIDE Board, will be presented to the next Audit Panel meeting in December. (If the dashboard has not been approved by the time of the Audit Panel meeting then the draft version of the dashboard will be presented for the information of the Panel)</p>

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				December 2017	
4	Agreed governance and accountability will be clearly communicated across the MPS. Roles and responsibilities will be clearly defined in support of the Strategy.	H	The Governance Structure will have an internal element that will include STRIDE Board at the top and a Quality Assurance Group, made of officers and staff. We will look at how or if we could enhance the external structure that includes the Audit Panel.	<p>Partly Implemented</p> <p>The STRIDE Board has clear terms of reference that reflect this structure. The Terms of Reference state that members of the STRIDE Board will act corporately, ensuring that decisions made are in the best interests of the MPS. It states that collective responsibility for decisions taken is required and to communicate this effectively with staff and partners. The Terms of Reference also sets out relationships with other Boards, including progress reports. The role for all officers and staff needs to be communicated clearly, to ensure full engagement with the Inclusion and Diversity Strategy agenda.</p> <p>The STRIDE Board meets every three months and is currently chaired by the Deputy Commissioner, pending a decision by the new Commissioner as to who will lead on this area. It is likely that a Strategic Board will be set up, supported by a Delivery Board to implement and monitor progress. The outcomes of performance monitoring will be published to each Board meeting. Expertise from the S.A.M.U.R.A.I group is being utilised</p>	<p>Roles for all officers and staff will be more clearly stated in the Communications Plan.</p> <p>Head of Diversity and Inclusion and Diversity Strategy</p> <p>Target Date: 30 May 2017</p> <p>There will be a clearer direction on the governance and accountability of the Board at the next meeting in December 2017.</p> <p>Target Date: December 2017</p>

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				<p>to provide the QA function.</p> <p>Reports of Inclusion and Diversity Strategy activity are reported to the MPS/MOPAC Audit Panel every three months. Reporting of the progress against the revised strategy has not yet been determined. In addition, meetings are held with the Deputy Mayor for Policing and Crime to report progress on the implementation of the strategy and outcomes.</p> <p>The governance of STRIDE Board was discussed at the August meeting that was chaired by the Commissioner.</p> <p>The Commissioner will be speaking with the external members of the Board to seek their views on the governance of the Board, with a view to reviewing the current arrangements and reaching a decision on a structure that will enable the Board to support and guide work that will achieve the objectives and priorities in the strategy.</p>	
5	An effective communication plan, which clearly defines key roles and responsibilities including supporting work strands/projects key to the	H	This will be part of the delivery plan but the communications has already started with discussion internally on the Diversity Forum and externally	<p>Partly Implemented</p> <p>A draft communications plan includes the communications objectives, risk management issues and mitigations, communication principles, including</p>	The Communications Plan is completed, published and used to support effective delivery of the Inclusion and Diversity

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	success of the strategy will be developed.		with attendees on the STRIDE Board where the outline of the strategy was presented on 26 July 2016.	<p>those from within the MPS, with partners and the public. The plan links to the One Met Model. It is expected that the plan will be completed in June 2017.</p> <p>Roles and responsibilities for SIDU and DMC are clearly specified together with requirement for all officers speaking about Inclusion and Diversity Strategy and diversity. A list of all stakeholders is identified within the communication plan, enabling effective communication with those stakeholders.</p> <p>Staff from the Strategic Inclusion and Diversity and Department of Media and Communications will be running a workshop with internal key stakeholders to develop the communications plan, which will support the launch of the strategy in late September</p>	<p>Strategy.</p> <p>Responsibility: Head of Diversity and Inclusion and Diversity Strategy</p> <p>Target Date: 30 June 2017</p> <p>Target Date: December 2017</p>
6	Delivery of agreed strategic objectives will form an integral part of the performance appraisal and personal development process for senior leaders and be supported by appropriate training and awareness	M	We will develop a number of mechanisms that will include presentations at Commissioners' Senior Leader Events, at Chief Officer Groups and different Business Groups Crimefighters meetings.	Implemented Met Values is considered as part of the Performance and Potential Matrix system used to evaluate all officers at Chief Inspector and above and will be included within the PDR process for all other officers. The requirements of integrity and compassion particularly	

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	events.			<p>apply.</p> <p>Presentations have been made at four Commissioners team leaders events and at SO and SCO IDE Forums.</p>	
7	Key interdependencies with other strategies and the transformational programme of change will be identified and measures put in place to manage them effectively	M	The point has been incorporated into the redrafted Strategy.	<p>Implemented</p> <p>The draft strategy links with the One Met Model 2020 design principles and is placed in context with other Met strategies, including the People Strategy.</p> <p>Links to achievement of targets relating to BME and female officers are outlined, with results achieved to date recorded. 60% of employees are proud to work at Met, 25% recommend the Met as a good place to work, 53% feel they are treated with respect and 62% feels that the Met respects individuals' differences. The strategy notes these relevant parts of the Met Staff Survey and has the aim to increase these outcomes by 10%.</p>	
8	Appropriate support and instructions will be developed to enable teams to create and manage IDE action plans and this will be supported by a local on line presence.	M	This work has already started and will continue with the review and resourcing of the revised Strategic Diversity and Inclusion and Diversity Strategy Unit.	<p>Not Implemented</p> <p>SIDU will work with students from identified academic institutions to analyse and access activities to increase the effectiveness of the Strategy. Agreement has been</p>	Work continues to identify and bring in resources to support development of IDE action plans.

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				<p>reached with one London university, with a timescale to be agreed. Work with a second university is still being planned.</p> <p>Until the arrangements with Universities are in place to secure students to support us with this work, the SIDU will be working with companies of which we are members; Stonewall and enei (Employers Network for Equality and Inclusion) to analyse and access activities to increase the effectiveness of the strategy.</p>	<p>Responsibility: Head of Diversity and Inclusion and Diversity Strategy</p> <p>Target Date: 30 June 2017</p> <p>Target Date: December 2017</p>
9	A corporate intranet presence for STRIDE, where the strategy, implementation plan and stated identification of good and innovative practice can be disseminated across the MPS, will be developed.	M	The Diversity Forum is being used to make colleagues aware and start a discussion. Further work is being planned with the Directorate of Media and Communications.	<p>Partly Implemented</p> <p>Considerable work has been undertaken to draw up intranet presence and articles and forums have been established on Aware.</p> <p>The intranet platform is still being developed but the Diversity Forum has been used extensively to raise awareness and stimulate discussions of good and innovative practice.</p>	<p>Work continues to ensure that the intranet presence is established and used effectively.</p> <p>Responsibility: Head of Diversity and Inclusion and Diversity Strategy</p> <p>Target Date: 30 June 2017</p>
10	A clearly defined plan with realistic timescales will be developed to support the	M	This has been included within the delivery plan and work continues in the review of	<p>Alternative Implemented</p> <p>Work has been completed to develop a plan for implementation with a</p>	

FOLLOW UP FINDINGS

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	desired increased against the maturity model. Resources to support this aim will be determined and addressed.		Diversity and Inclusion and Diversity Strategy work that has recommendations for staff, which will help ensuring that the aims and intended results are achieved.	roadmap and clear measurement for targets over the next 36 months. The Maturity Model is no longer applicable, as it did not provide sufficient description of how this could be measured.	
11	A risk register identifying the key risks associated with the implementation of the Strategy will be developed.	M	A risk register has been drawn up and continues to be developed following discussion and consultation.	Partly Implemented A STRIDE Board Action and Decision Log has been drawn up to record decisions made. The risk register is being completed and will be monitored to ensure that risks identified are managed and acted upon where necessary.	The risk register will be fully developed and used to monitor risks and to ensure that relevant action is taken to address risks as required. Responsibility: Head of Diversity and Inclusion and Diversity Strategy Target Date: 30 June 2017
12	The current Equality Policy and associated actions will be updated to toolkits, in line with the corporate standard and will reflect the revised strategy and issues arising from recent external reviews.	M	The toolkits have been written.	Implemented Toolkits for Disability, Equality Impact Assessments, Grievances (which includes issues concerning victimisation) are in place. These were all revised in July 2016. The transgender toolkit will be completed in October 2017. Work on the ACAS Fairness at Work and the EHRC report into discrimination is being completed by other business units and when this is completed, the outcomes will be incorporated into the toolkits as necessary.	Outcomes from the Fairness at Work and the EHRC reviews will be incorporated into the Inclusion and Diversity Strategy if required. Responsibility: Head of Diversity and Inclusion and Diversity Strategy Target Date: 30 September 2017

FOLLOW UP FINDINGS

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				An IDE Policy Statement was also drawn up and this links to all the other policies/toolkits, including the Code of Ethics and the policy relating to bullying and harassment. A further toolkit also states the processes for reasonable adjustments.	
13	Adequate monitoring and evaluation by IDE Champions will take place, informed by the current pilot schemes in SCO and SO.	M	This will be completed by Strategic Inclusion and Diversity Unit staff in association with students from a number of universities with which the MPS is affiliated.	<p>Partly Implemented</p> <p>SO has an active IDE Forum, where the current diversity position is considered. A Terms of Reference is in place to set out the role of the Forum which is chaired by DACSO. OCUs provide updates on progress and provide data to enable monitoring of diversity and Inclusion and Diversity Strategy. A monthly performance pack provides updated information on female and BME officers, together with results for public complaints and public satisfaction surveys. Issues concerning organisational learning are also considered.</p> <p>SO15 are completing significant monitoring with the Discovery Pack. This incorporates the Workforce Future Model, HR people Strategy and the Inclusion and Diversity Strategy.</p>	<p>Evaluation of the pilot schemes on SO and SCO will be completed, together with evaluation of recruitment processes, to facilitate implementation of successful initiatives across the MPS.</p> <p>Responsibility: Head of Diversity and Inclusion and Diversity Strategy</p> <p>Target Date: 30 June 2017</p>

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				<p>SCO also has an active Diversity Forum which is chaired by a Commander and this receives update reports from all OCUs. This Forum meets quarterly and monitors actions raised to ensure progress is made.</p> <p>The Head of Inclusion and Diversity attends both Forums. Evaluation of the pilot schemes has not been completed to date, although progress made is discussed in the SO and SCO forums regularly.</p> <p>Work is being completed to produce an outcome focussed approach. Pre-vetting and awareness days are now in place, together with work being completed with the staff associations. Further analysis is being undertaken to understand why candidates are unsuccessful and this will be fed into future action plans.</p> <p>It is planned that B/OCUs Commanders will be given responsibility for championing the IDE agenda in future.</p> <p>We are working with the Met Evidence-based team and organisations of which we are</p>	

FOLLOW UP FINDINGS

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				<p>members to secure resources to carry out the evaluation of the pilots schemes in SO and SCO</p> <p>However, with the revised strategy with new objectives and priorities, we plan to focus future work by SC and SCO on achieving the objectives and priorities in the strategy.</p> <p>We will use the performance dashboard to measure progress that are being made by SC and SCO</p>	
14	Clearly articulate the role of MOPAC in providing oversight.	M	This will be completed in consultation with MOPAC.	<p>Partly Implemented</p> <p>The role of MOPAC is now included in the agreed Inclusion and Diversity Strategy and agreement is being sought with the DMPC for the role of MOPAC.</p> <p>This has been covered in the revised strategy and made much clearer.</p>	<p>Original action applies.</p> <p>Responsibility: Head of Diversity and Inclusion and Diversity Strategy</p> <p>Target Date: 30 June 2017</p>

FOLLOW UP FINDINGS
