

## MPS-MOPAC JOINT AUDIT PANEL

### 5th July 2021

### Update of the MPS approach to Inclusion, Diversity and Engagement

Report by: Commander Catherine Roper

#### Overall Summary of the Purpose of the Report

In January 2021, the Audit Panel received the following paper:  
'Update of the MPS approach to Diversity and Inclusion ('D&I')'.  
This provided a detailed briefing with regards to Inclusion, Diversity and Engagement in the MPS.

The January 2021 submission, and supporting presentation, prompted a further request for information from the Audit panel in relation to the MPSs governance and infrastructure to support the introduction of STRIDE25, the MPS new Inclusion, Diversity and Engagement strategy.

AC Ball also received a letter from the Audit panel in February 2021 which outlined the request for additional information to be provided to the July meeting, which included:

1. The revised Met Inclusion and Diversity Strategy together with an explanation of the supporting framework.
2. A clear description of the governance arrangements including the role of the joint MOPAC/MPS Audit Panel.
3. The terms of reference for the MPS boards which have a governance role in this area, identifying key interdependencies and how these are managed.
4. A statement identifying and describing the performance metrics and the strategic outcomes expected.

This paper will utilise the above list as the framework for this submission

#### Key Considerations for the Panel

As described in Section 1, to note the progression of STRIDE25, including:

- i. The significant supporting consultation process
- ii. The Management Board approval of the STRIDE25 Commitments
- iii. The timeframe for the development of the supporting action plan (Appendix A)
- iv. The planned launch of the new Strategy in National Inclusion Week, wb 27th September 2021

To note that the performance metrics and outcomes (as per No 4 above) are significantly progressed and currently being confirmed by the STRIDE Review team as part of the STRIDE25 Action Plan. This will be available when STRIDE25 receives final approval by Management Board. However, many of these actions are already being progressed as part of the 2021-2022 MetDirection performance objectives, and this is reflected within this paper.

Section 2 outlines the MPS governance of Inclusion, Diversity and Engagement. It is also noted that whilst not included within Section 2, the MOPAC/MPS Audit panel have a scrutiny role to assure themselves that there is appropriate Diversity and Inclusion governance and infrastructure.

To note the attached Terms of Reference at Appendix B:  
 MPS Inclusion, Diversity & Engagement Management Board  
 The Commissioner's External Advisory Board  
 The STRIDE Delivery Board, Chaired by AC Ball  
 MPS Performance Board

Please note that each of the individual Business group STRIDE Boards utilise the same ToR as the STRIDE Delivery Board. The STRIDE meeting structure was previously submitted for the January Audit panel.

### **Recommendations for The Audit Panel:**

The Audit Panel is recommended to:

1. Agree for STRIDE25 to be provided to the Audit panel when complete.
2. Note the provision of the current STRIDE25 commitments. Should the Audit Panel have feedback, Commander Roper would be pleased to receive this by the end of July 2021.
3. Note the governance and finance arrangements in place.

### **Supporting Information**

Please note the attached appendices.

Please refer also to the previous January 2021 bundle submission

## **1. Section 1: The MPS Inclusion, Diversity and Engagement Strategy: 'STRIDE25'**

### ***Background***

- 1.1. The consultation for the next MPS STRIDE strategy commenced in September 2020.
- 1.2. Over 100 group and individual consultation conversations have been undertaken, both internally and with our communities. This has included all central Independent Advisory Groups, organisations such as Pride and Inclusion London, all the Met departmental STRIDE Boards, Staff Representative Organisations and Staff Support Associations.
- 1.3. There has been a significant amount of feedback which has broadly supported the draft Strategy, but has raised many individual and specific considerations as well as broader concerns. Every piece of feedback has been reviewed; suggestions are being incorporated or a record made of why the draft will not change. Every provider of feedback will be written to, thanked and given an explanation of how their points have been handled.
- 1.4. The next STRIDE25 Strategy (2021 – 2025) will be launched during National Inclusion Week, on 27th September. Planning has commenced for a strong communications and engagement plan for the launch of the new strategy, in addition to a wider celebration of diversity and inclusion.
- 1.5. Please see Appendix A which outlines the timeline of activity to support the finalisation and launch of STRIDE25.

### ***The Commitments***

- 1.6. The Inclusion, Diversity and Engagement Management Board meeting have approved four PEEL programmes which underpin the strategy:
  - Protection
  - Engagement
  - Equality
  - Learning

These contain sixteen commitments. Each has a named lead and Management Board overseer.

- 1.7. An Action Plan is being developed to support each STRIDE25 commitment, with the named lead and Management Board overseer being held accountable for its delivery. This will be available to the Audit Panel, together with supporting metrics and performance measures, when STRIDE25 receives final approval by Management Board. However, many of these actions are already being progressed as part of the 2021-2022 MetDirection performance objectives as STRIDE25 was under development at the same time of the development as the 2011-2022 objectives. This is reflected in the ‘Commitments’ grid below.
- 1.8. The link to the MetDirection performance framework is:  
[http://mpsweb.intranet.mps/globalassets/campaigns/met-direction-may-21-panel/mps-performance-framework-2021-22\\_v1.1.pptx](http://mpsweb.intranet.mps/globalassets/campaigns/met-direction-may-21-panel/mps-performance-framework-2021-22_v1.1.pptx)
- 1.9. The four PEEL programmes and the 16 commitments are set out below. The narrative introducing each programme has not been finalised.

**Programme 1: Protection**

- 1.10. The Met’s core mission is to keep London safe for everyone. We achieve this through preventing crime, solving crime – which prevents further crime – and protecting people from a range of harms.
- 1.11. The increase in reported hate crime, low detection rates and lower levels of satisfaction of victims of hate crime remain areas of concern. We will focus on hate crime here because of the devastating impact of hate crime on the people and communities who are victimised in this way.
- 1.12. Reducing violence and increasing public confidence in the police service are the Commissioner’s top operational objectives. Our policing efforts protect those at greatest risk. For example, young Londoners – especially young black men – are particularly at risk of being victims of knife crime. We must tackle crimes that so terribly and disproportionately end young people’s lives. We have a long-term, comprehensive focus on preventing violent crime in London, which will not come at the expense of legitimacy and trust.
- 1.13. However, whilst our objective is to impact positively on the safety of those at risk from violence, we know that some of the tactics used in tackling these crimes will often include elements that have a greater impact on certain communities. Stop and search is the strongest example of this. We aim to mitigate this, working with communities, by ensuring that our approach is intelligence-led, compliant and open to scrutiny and by ensuring that those communities most at risk from violence are most protected from it through proactive preventative policing activity in partnership with others who can contribute.

**Protection Commitments**

<b>Keeping London safe for everyone</b>	<p><b>Commitment 1 – Tackling hate crime</b></p> <p>We will confront those who cause pain and fear through hate crime<sup>1</sup>. Working with the communities most affected, including through our IAGs, we will steadily increase the percentage of detections for hate crime and steadily improve the level of satisfaction of victims of hate crime in our work. We will prioritise the prevention of reoffending by hate crime perpetrators. Because their trust and confidence in reporting hate crimes is lower, we will launch a campaign to increase the trust and confidence of LGBT+ people and people who are deaf or have a disability in reporting hate crime.</p>
---	---

---

<sup>1</sup> Hate crime is defined as “Any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice, based on a person’s disability or perceived disability; race or perceived race; or religion or perceived religion; or sexual orientation or perceived sexual orientation or transgender identity or perceived transgender identity”.

	<p><b>Led by the Commander for Public Protection reporting to the AC who leads Front Line Policing.</b></p> <p>Supporting MetDirection Objectives 2021-2022:</p> <ul style="list-style-type: none"> <li>• Percentage of detections for hate crime - 15% detection rate</li> <li>• Overall Victim Satisfaction (USS) - Improve from baseline 5 percentage points or less in the equality gap between Mixed ethnic group, LGBT+ &amp; Disabled respondents compared to all Londoners</li> </ul> <p><b>Commitment 2 – Reducing violence and building trust</b></p> <p>We will work proactively with communities to reduce violence and build trust. We will place additional neighbourhood policing officers in the ward teams for areas suffering high violence and whose communities have low trust in policing. We will also prioritise #Together positive activity initiatives in these areas. These will be jointly created by community members, local Met staff and the London Safety Centre. They will include volunteer activity, crime prevention and fire safety support, ride-alongs and open days. They will be a focal point for the local community familiarisation that all new officers take part in.</p> <p><b>Led by the Commander for Crime Prevention, Inclusion and Engagement reporting to the AC who leads Front Line Policing.</b></p> <p>Supporting MetDirection Objectives 2021-2022:</p> <ul style="list-style-type: none"> <li>• Number of knife injury victims under 25s excluding DA - 5% reduction from baseline (2019/20)</li> <li>• Number of homicide victims - Reduction from baseline (2019/20)</li> <li>• Number of lethal barrel gun discharge offences - Reduction from baseline (2019/20)</li> <li>• Number of positive activity (crime prevention and trust-building) initiatives delivered per BCU - At least 12 per BCU per year</li> </ul>
<p><b>Public protection</b></p>	<p><b>Commitment 3 – Reducing the victimisation of those with least privilege</b></p> <p>Working with Local Authority partners, we will develop and implement specific prevention strategies for crimes that particularly affect those with least privilege, including those with language barriers, those in digital poverty or who experience multiple disadvantage.</p> <p><b>Led by the Commander for Crime Prevention, Inclusion and Engagement reporting to the AC who leads for Professionalism.</b></p> <p>Supporting MetDirection Objectives 2021-2022:</p> <ul style="list-style-type: none"> <li>• The Metropolitan Police Service is an organisation That I can trust (PAS) - To achieve a significant &amp; sustainable increase against all metrics compared to 2020/21 baseline</li> </ul> <p><b>Commitment 4 – Increasing opportunities to divert people away from offending</b></p> <p>We will work with partners to increase opportunities to divert people away from offending, especially where that risk is greater for certain groups. This joint work will include reducing school exclusions, ensuring an effective child protection approach is taken to young people exploited for drugs and county lines criminal activity, ensuring the best support for those suffering mental ill-health, and diverting young people who are first time offenders away from re-offending.</p>

	<p><b>Led by the Commander for Public Protection reporting to the AC who leads Front Line Policing.</b></p> <p>Supporting MetDirection Objectives 2021-2022:</p> <ul style="list-style-type: none"> <li>• Reoffending rate and harm score of those on diversion programmes (Divert) - Improve from baseline</li> <li>• Percentage of national CT disruptions (CT Metric) - Increase by 50%</li> </ul>
--	---

**Programme 2: Engagement**

- 1.14. The relationship between the police and the public in London is strong but there is more to do. Every day our officers and staff are working to strengthen those relationships, to speak to, and hear from, the breadth of London’s diverse populations. We want the Met to be a trusted and effective social institution and will engage with communities and partners about the challenges London faces and how we can address these together, and how we can make a wider positive contribution to society and support the values that matter to Londoners.
- 1.15. The Met’s engagement must always be focused, meaningful, relevant and authentic. Engagement should build confidence and trust and reduce crime and the likelihood of disorder. This is particularly vital in key geographical areas and within some communities where trust and confidence are low and violence is high. The Met must genuinely listen, explain and earn trust.
- 1.16. We acknowledge our responsibility to ensure accountability and transparency in how we operate. Effective listening and genuine two-way conversations are important to ensure that we are well informed about local issues, the public become more aware of their role in keeping London safe and that we provide transparency in the use of our powers.
- 1.17. We will continue to work collaboratively in partnerships to improve safety and build trust with the ambition to reinforce the Met’s reputation as an anchor institution in local communities.

**Engagement Commitments**

<p><b>Consulting, listening and explaining</b></p>	<p><b>Commitment 5 – Ward Panels</b>                  Building on experience gained during the pandemic, we will ensure that every ward has a virtual Ward Panel. Working with the Ward Panels, each BCU Neighbourhood Policing lead will develop plans to ensure that our local Units respond to the issues that are impacting on communities. Public Attitude Survey data, which gives evidence of this working in practice, will be reviewed at monthly BCU performance meetings.</p> <p><b>Led by the DAC for Front Line Policing reporting to the AC who leads Front Line Policing.</b></p> <p>Supporting MetDirection Objectives 2021-2022:</p> <ul style="list-style-type: none"> <li>• Number of Virtual Ward Panels - All wards to have a Ward Panels running By March 2022 and a clear plan to respond to the issues raised by the panel that are impacting on communities</li> <li>• Number of people engaged through Ward Panel Surveys - Increase from baseline</li> </ul> <p><b>Commitment 6 – Two-way communication</b>                  Advised by the Directorate of Media and Communications’ Community Reference Group, we will improve our two-way communications through social media, building in structured engagement events and activity, ensuring our digital services are reaching communities that might not feel as confident in interacting with us face-to-face (for example, providing</p>
--	--

	<p>the ability to use online translation tools when reporting crime) and ensuring a swift explanations are given and actions taken in relation to matters of public concern such as viral videos.</p> <p><b>Led by the Director of the Directorate of Media and Communications reporting to the Chief of Corporate Services.</b></p> <p>Supporting MetDirection Objectives 2021-2022:</p> <ul style="list-style-type: none"> <li>• How well informed do you feel about what the police in this area have been doing over the last 12 months? (PAS) - MPS Overall – Increase from baseline (2020/21) - 5 percentage points or less in the equality gap between Black &amp; Mixed ethnic group respondents compared to all Londoners</li> <li>• They are dealing with things that matter in This community (PAS) - 5 percentage points or less in the equality gap between Black &amp; Mixed ethnic group respondents compared to all Londoners</li> </ul>
<p><b>Improving trust</b></p>	<p><b>Commitment 7 – Involvement in what matters to communities</b></p> <p>To close gaps in trust between different groups, we will provide a service that is responsive to the different needs, experiences and expectations of our communities. We will also take full part – both in person and virtually – in community and Met celebrations and commemorations of key events throughout the year. Our Faith officers, LGBT+ Advisers, hate crime coordinators, Staff Support Associations and schools officers will play key roles, but this action is for everyone in the Met.</p> <p><b>Led by the Commander for Crime Prevention, Inclusion and Engagement reporting to the AC who leads for Professionalism.</b></p> <p>Supporting MetDirection Objectives 2021-2022:</p> <ul style="list-style-type: none"> <li>• Number of specials / cadets / volunteers - 42,000 volunteers by 2025</li> <li>• Number of School Watch offered to priority schools - 100%</li> </ul> <p><b>Commitment 8 – Access to information</b></p> <p>We will increase transparency through our work to broaden internal and public ‘self-service’ access to information we hold about how we conduct our policing duties, crime and incident data, and trends in the use of tactics. We will dedicate an area of our website to our responses to key Inclusion, Diversity and Engagement recommendations. These will include those contained in <i>The Stephen Lawrence Inquiry</i> report by Sir William Macpherson, this STRIDE Strategy, Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) reports, IOPC thematic reports, and the indexes of the Business Disability Forum and Stonewall.</p> <p><b>Led by the Director of Strategy and Governance reporting to the Chief of Corporate Services.</b></p> <p>Supporting MetDirection Objectives 2021-2022:</p> <ul style="list-style-type: none"> <li>• Number Priority Data Sharing Agreements signed By both parties - 7 core DSAs in place for every BCU (224)</li> </ul>

**Programme 3: Equality**

1.18. As one of London’s biggest public sector employers, our decisions and ways of working have wide impact with our employees, partners and suppliers. We know that if people within the Met, regardless of their background, are proud to work here and volunteer with us, they will tell friends and family, and this will contribute to public trust across all groups in London. Therefore we want the Met to be an attractive place to work – and to apply to - for people of all backgrounds. But our ambitions for the Met are wider than this – we want to have an organisation where all our people know they belong, they can thrive and they can bring their whole selves to work, free of bullying or any other unacceptable treatment.

- 1.19. Working together as a diverse organisation will help us break down systemic and institutional challenges inside and outside our organisation and make London a safer city. It will help us increase public trust across all groups in London.
- 1.20. We have our highest ever number of women police officers (9,000), and police officers from ethnic minority backgrounds (5,000). This is a strong foundation on which to place our ambitious aims for a service that is representative of London, and where an equitable approach ensures all colleagues have the same chance of progression.
- 1.21. We will achieve this by increasing the representation of our workforce to champion difference and diversity of thought, highlighting the importance of intersectionality and lived experience alongside clear and comprehensive data. We will seek to understand and remove systemic barriers and combat discrimination, emphasising workforce wellbeing.
- 1.22. We want the best people who can police London through their understanding of the city and local issues. We know there are benefits to focusing our recruitment efforts in London, so we have re-implemented the London residency requirement for most entry routes to join us as a police officer.

**Equality Commitments**

<p><b>Recruitment, progression and retention</b></p>	<p><b>Commitment 9 – A workforce that is representative of London</b>                  Recruiting and retaining more police officers who are women and / or are from 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. The aspirations are shown in the chart attached [to follow]. To support this, we will develop our careers website to include a section that specifically addresses perceived barriers to recruitment, prioritise recruitment from London’s communities through outreach, allocate a ‘buddy’ to each black police recruit to support them through the recruitment process and during their first two / three years in the Met, and continue to reduce disproportionate outcomes in recruitment processes.</p> <p><b>Led by the Director of Human Resources reporting to the Chief of Corporate Services.</b></p> <p>Supporting MetDirection Objectives 2021-2022:</p> <ul style="list-style-type: none"> <li>• The diversity representation of volunteers (ethnicity and gender) to match London population - Increase to 40% ethnic minorities and 50% women within 5 years</li> <li>• Representative workforce – Black, Asian and Minority Ethnic - Police Officers to increase to 16% Black, Asian and Minority Ethnic and 3.8% Black by Mar ‘22                      - Police Staff to increase to 28% Black, Asian and Minority Ethnic by Mar ‘22</li> <li>• Representative workforce – Female - Police Officers to increase to 30% female by Mar ‘22</li> <li>• Representative recruitment – Black, Asian and Minority Ethnic - Police Officer intake to increase to 30% Black, Asian and Minority Ethnic and 8% Black                      - Staff recruitment to increase to 30% Black, Asian and Minority Ethnic from Apr ‘21</li> <li>• Representative recruitment – Female - Police officer Female 40% of all recruit intakes from Apr ‘21 and 50% from April ‘22 and 15% Black, Asian and Minority Ethnic female from Apr ‘21</li> </ul>
--	---

	<ul style="list-style-type: none"> <li>• Retention – Black, Asian and Minority Ethnic - Black, Asian and Minority Ethnic attrition rates for voluntary leavers are equal to or better than the rates for non Black, Asian and Minority Ethnic colleagues: 1.9%</li> <li>• Retention – Female - Female attrition rates for voluntary leavers are equal to or better than the rates for male leavers 1.9%</li> </ul>
<hr/>	
<p><b>Commitment 10 – Knowing we all belong</b></p> <p>We will build on positive staff survey results to ensure that our people feel included and that they are treated with fairness and respect. We will ensure all colleagues, officers, police staff and volunteers alike, are aware of the support of staff representative organisations (such as the Unions and the Police Federation) and the Staff Support Associations. We will provide positive action support for under-represented groups through the Career Development Service, in promotion processes, and, for example, through workshops for Black, Asian and minority ethnic women. We will prioritise black officers for specific career development positive action. We will encourage colleagues to provide more data to give greater insight into our underrepresented groups.</p> <p><b>Led by the Director of Human Resources reporting to the Chief of Corporate Services.</b></p> <p>Supporting MetDirection Objectives 2021-2022:</p> <ul style="list-style-type: none"> <li>• I am treated with fairness and respect (Staff Survey) - Disabled colleagues score is equal to or greater than the average for non-disabled colleagues</li> </ul>	



<p><b>Maximising inclusion</b></p>	<p><b>Commitment 11 – Intervening before things go wrong</b>  We will tackle the number of grievances, Employment Tribunal cases and disproportionality in the misconduct process, taking an early intervention, triage, learning and recovery approach. We will involve our Staff Representative Organisations and Staff Support Associations in this work, using their experiences, knowledge and expertise to influence our policy development processes. This will assist to support people through their development and to help people feel that they are treated fairly and with consideration, maintaining a strong prevention and learning approach.  <b>Led by the DAC for Professionalism reporting to the AC who leads for Professionalism</b></p> <p>Supporting MetDirection Objectives 2021-2022:</p> <ul style="list-style-type: none"> <li>• Percentage of public complaints resolved through early intervention - Establish a baseline</li> <li>• Improve timeliness of investigations: Time to deal with misconduct cases - Reduction from baseline</li> </ul> <p><b>Commitment 12 – Improving inclusion for colleagues who have a disability</b>  Colleagues who have a disability report lower confidence and satisfaction in the staff survey. We will embed the Workplace Adjustments Hub, enable greater access to assistive technology and improve the ability of colleagues who have a disability to suggest workplace improvements. We will work with the Disability Staff Association and the Disability Delivery Group to ensure we become a Level 3 Disability Confident employer.  <b>Led by the Director of Human Resources reporting to the Chief of Corporate Services.</b></p> <p>Supporting MetDirection Objectives 2021-2022:</p> <ul style="list-style-type: none"> <li>• Resource availability levels for officers - Increase police officer deployable days by C.70,000 more days a year by March '23 (through a 10% reduction in sickness and time taken to return to full duties)</li> <li>• I have the right equipment (Staff Survey) - Year on year increase</li> </ul>
------------------------------------	--

#### **Programme 4: Learning**

- 1.23. The Met Direction sets out learning (“Learn from experience, from others, and constantly strive to improve”) as a corporate priority.
- 1.24. We are opening up learning and development so that our people and our communities are involved in design and delivery and have put in place a Community Reference Group for the Learning and Development Directorate. We will continue to learn from past operations and investigations and strive to improve our approach where needed. We will continue to recognise and celebrate diversity, inclusion and good practice.
- 1.25. As an organisation tasked with public safety and security, we must make positive contributions to Londoners’ lives and be aware of the potential negative impact of the use of our powers. We must maximise our contribution to diversity and inclusion, and the social sustainability of communities across London.

Learning Commitments

<p><b>Learning together</b></p>	<p><b>Commitment 13 – Focusing on inclusive leadership</b>                  The Leading for London programme has been running since 2017, building the skills, capability and positive behaviours that the Met needs to create an inclusive workforce that is suitably equipped to deliver the best public service to the people and communities of London. In 2021 we will focus even more strongly than before on inclusive leadership. Every one of our ten thousand police staff, police officer and special constable leaders will take part in a series of workshops or debriefed e-learning sessions to support them in valuing difference and making connections and to build their confidence in having diversity and inclusion conversations. We will assess the impact of this at the end of 2021 and consider next steps to ensure our focus on inclusive leadership is maintained.</p> <p><b>Led by the Director of Human Resources reporting to the Chief of Corporate Services.</b></p> <p>Supporting MetDirection Objectives 2021-2022:</p> <ul style="list-style-type: none"> <li>• ‘My ideas are valued’ (Staff Survey) - Year on year increase</li> <li>• ‘I have opportunities to learn and develop’ (Staff Survey) - Year on year increase</li> </ul> <p><b>Commitment 14 – Improving our response to complaints from the public</b>                  Advised by the Directorate of Professional Standards Independent Advisory Group and informed by the annual survey of complainants, we will review our practice in how we address public complaints. This will include making contact with complainants much more quickly than we currently do.</p> <p><b>Led by the DAC for Professionalism reporting to the AC who leads for Professionalism.</b></p> <p>Supporting MetDirection Objectives 2021-2022:</p> <ul style="list-style-type: none"> <li>• Improve timeliness of investigations: Time to deal with public complaints - Improve timeliness to the 2019/20 baseline of 137 working days and then make further reductions</li> </ul>
<p><b>Continuous improvement</b></p>	<p><b>Commitment 15 – Safety and use of police powers</b>                  We will implement the recommendations of the work of the Use of Force Oversight Group, the Handcuff Review, the Mayor’s Action Plan and the IOPC Stop and Search report. Taken together, and with the guidance of the Learning and Development Community Reference Group, these are influencing the level, extent and frequency of training to increase the public’s and officers’ safety, including emergency life support training, understanding of procedural justice principles, negotiation and influencing skills and the recording of the use of force. Community members will take part in the development and delivery of this training.</p> <p><b>Led by the Director of Learning reporting to the AC who leads for Professionalism.</b></p> <p>Supporting MetDirection Objectives 2021-2022:</p> <ul style="list-style-type: none"> <li>• % completion rate for Officer Safety and Emergency Life Support Training / ‘Safety Training’ - 95% of eligible officers / PCSOs / DDOs</li> <li>• Audit inspections – high risk - Implement 90% of our high risk audit recommendations within the deadline</li> <li>• Audit inspections – adequate - Increase the percentage of internal audits rated adequate or above</li> </ul> <p><b>Commitment 16 – Transparency and use of police powers</b></p>

	<p>We will introduce a dedicated Met unit within the Continuous Policing Improvement Command to lead on the governance, oversight and scrutiny of policing encounters. Informed by a Community Reference Group, this will merge existing Officer Safety, Taser and Stop and Search teams into one central team improving our consistency and practice in all of these areas. We will also complete the roll-out of BCU-based Policing Encounter Panels, which are supporting transparency and good practice in police use of force.</p> <p><b>Led by the DAC for Professionalism reporting to the AC who leads for Professionalism.</b></p> <p>Supporting MetDirection Objectives 2021-2022:</p> <ul style="list-style-type: none"> <li>The Met treat everyone fairly regardless of who they are (PAS) - To achieve a significant &amp; sustainable increase against all metrics compared to 2020/21 baseline To reduce the equality gap between Black &amp; Mixed ethnic group respondents and the overall average for MPS</li> </ul>
--	--

## 2. Section 2: MPS Inclusion, Diversity and Engagement Process

### **Background**

- 2.1. As outlined in the January 2021 submission, Inclusion, Diversity and Engagement underpin all MPS strategy and performance.
- 2.2. There is a robust governance process for Inclusion, Diversity and Engagement issues through key Management Board meetings. These are described below using an extract of the Terms of Reference (ToR). Please note their full ToR are at Appendix B.
- 2.3. Each ToR highlights the interdependencies with other meetings.

### **MPS STRIDE Delivery Board:**

- 2.4. Diversity and Inclusion Governance is provided in the first instance through the STRIDE Delivery Board, Chaired by AC (Professionalism).
- 2.5. It consists of senior police officers and police staff in the Metropolitan Police Service Department STRIDE leads (most DAC and equivalent levels, staff representative organisations, full time Staff Support Association Chairs, and looks both at the Met of the present and the Met of the future, with a time horizon of up to 4 years. The Board will review its progress every year. The Board will:
  - Manage performance of the commitments made by the Met in 2021-25 STRIDE Strategy.
  - Build the trust, confidence and satisfaction of all London's communities in the MPS;
  - Make the MPS more reflective of the diverse city we serve (including through recruitment, retention and progression);
  - Secure a fully inclusive culture;
  - Demonstrate the MPS's successful achievement of its obligations under the Public Sector Equality Duty;
  - Analyse all known good practice and share and disseminate better ways of working to support progress on the strategic objectives and priorities;
  - Communicate and engage with staff and communities in order to achieve the above.

- 2.6. This ToR is adopted for all business group STRIDE meetings, which report into the STRIDE Delivery Board, as reflected in the previously submitted STRIDE Governance chart.

***STRIDE External Advisory Board:***

- 2.7. The STRIDE External Advisory Board, formerly the STRIDE (Strategic Inclusion, Diversity and Equality) Board, advises the MPS specifically on how to:
- Build the trust, confidence and satisfaction of all London's communities in the MPS;
  - Make the MPS more reflective of the diverse city we serve (including through recruitment, retention and progression) ;
  - Secure a fully inclusive culture;
  - Demonstrate the MPS's successful achievement of its obligations under the Public Sector Equality Duty
  - Communicate and engage with staff and communities in order to achieve the above.
- 2.8. It is Chaired by the Commissioner and utilises the specialist knowledge and experience of external board members, as advisors, to help the MPS identify and address opportunities and challenges to the delivery of the STRIDE Strategy. The Board looks both at the Met of the present and the Met of the future, with a time horizon of up to 8 years.

***MPS Inclusion, Diversity & Engagement Management Board:***

- 2.9. This Board is Chaired by the Commissioner. It consists of the most senior police officers and police staff in the Metropolitan Police Service and looks both at the Met of the present and the Met of the future, with a time horizon of up to 8 years. It sets the vision for the organisation, laid out in the strategy and considers inclusion, diversity and engagement matters in the broadest sense. It makes decisions to address strategic issues on how to:
- Build the trust, confidence and satisfaction of all London's communities in the MPS;
  - Make the MPS more reflective of the diverse city we serve (including through recruitment, retention and progression) ;
  - Secure a fully inclusive culture;
  - Demonstrate the MPS's successful achievement of its obligations under the Public Sector Equality Duty
  - Communicate and engage with staff and communities in order to achieve the above.

***MPS Performance Board:***

- 2.10. Performance Board is Chaired by the Deputy Commissioner. The MPS has implemented a new performance framework which will drive delivery of Met Direction 2025. The performance framework and the governance structure that underpins this will connect local objectives with strategic ambitions in a way that is logical and can demonstrate progress. To steer this, there will be two meetings at the most senior levels of the MPS; Performance Board and Performance Group. They both have the overall aim of understanding and improving Met performance and the outcomes we help deliver for London, focusing on the aspects that cross business group boundaries in line with our strategic ambitions set out in the Met Direction 2025. They necessarily focus on different areas, but in a complementary manner.
- 2.11. The purpose of Performance Board is to:
- Examine performance of a Met Direction pillar, for example 'what matters most to Londoners' and provide a forward view of plans.
  - Agree the performance ambition.
  - Assure itself that the Met's performance management framework is effective.
  - The purpose of Performance Group is to:
  - Drive and direct the Met's performance conversation, set the strategic direction for resource deployment and our tasking process.

- Examine thematic areas which are constituent parts of a Met Direction pillar, for example Lethal Barrel Discharges within the pillar of 'what matters most to Londoners'.

***MPS/MOPAC Audit Panel:***

- 2.12. Whilst comprehensive internal governance exists to ensure that there is sufficient oversight and scrutiny of decisions, the Met is also held to account by MOPAC and City Hall. The Joint MPS/MOPAC Audit Panel advises the MPS, to ensure public trust and confidence is enhanced. The meeting takes place quarterly, with an independently appointed chair and panel members. The Audit Panel Terms of Reference state that the panel achieve its purpose by:
- Advising MOPAC and the Metropolitan Police Commissioner according to good governance principles.
  - Providing independent assurance on the adequacy and effectiveness of the MOPAC and MPS internal control environments and risk management frameworks.
  - Overseeing the effectiveness of the frameworks in place for ensuring compliance with statutory requirements, and in particular those in respect of health and safety, and inclusion, diversity and equalities.
  - Independently scrutinising financial and non-financial performance to the extent that it affects the MOPAC and MPS exposure to risks and weakens internal control.
  - Overseeing the financial reporting process.
- 2.13. In the context of IDE, the Audit Panel regularly request updates on the MPS approach. The panel need to satisfy itself that an efficient and effectively performing framework is in place to discharge statutory requirements for inclusion, diversity and equalities and to ensure continual improvement. It is therefore crucial that the panel understand the IDE governance, assurance and performance frameworks.

### **3. Equality and Diversity Impact**

- 3.1. This submission relates to the MPS diversity and inclusion activity, supported by a strong strategic framework.

### **4. Financial Implications**

- 4.1. The levels of investment required will be assessed alongside the action plans for each commitment.

### **5. Legal Implications**

- 5.1. The information contained in this report outlines how the MPS will fulfil a number of statutory Diversity and Inclusion responsibilities, not least those of the Equality Act 2010.

### **6. Risk Implications**

- 6.1. A failure to deliver against MetDirection and the STRIDE25 commitments will result in an impact upon the trust and confidence by the communities of London in the MPS. The Risk and Assurance Board reviews these risks at each meeting.

### **7. Contact Details**

Catherine Roper  
Commander: Crime Prevention, Inclusion and Engagement

### **8. Appendices**

- Appendix A: Indicative timeline for finalisation and launch of the next STRIDE strategy.
- Appendix B: Terms of Reference for the following:
  - MPS Inclusion, Diversity and Engagement Management Board

- The Commissioners External Advisory Board
  - The STRIDE Delivery Board, Chaired by AC Ball
  - Performance Board
-

## Appendix A: Indicative timeline for finalisation and launch of the next STRIDE strategy.

Date	Meetings/actions
June	<ul style="list-style-type: none"> <li>• The STRIDE Delivery Board reviews the Commitments (Business Group STRIDE leads, the Staff Representative Organisations and the Staff Support Associations) [Complete]</li> <li>• The MPS registers for National Inclusion Week and for the Inclusive Employers' Foundation Assessment, and commences the Assessment</li> <li>• Action planning continues for each Commitment, finalised by end June</li> <li>• The narrative, achievements and consultation sections of the Strategy are finalised.</li> <li>• Throughout, the STRIDE Strategy Working Group advises on progress</li> <li>• MOPAC Oversight Board reviews progress under the Mayor's Action Plan.</li> </ul>
July	<ul style="list-style-type: none"> <li>• The Senior Leaders Event and Mayor's Action Plan meeting (both 7 July) are updated on the 2021-25 Strategy.</li> <li>• The various versions are agreed and put into production</li> <li>• The IDE Board (23<sup>rd</sup> July) reviews and approves / amends the Strategy and action plans.</li> <li>• The External Advisory Board (29<sup>th</sup> July) receives the Strategy and action plans</li> <li>• Performance Board (30<sup>th</sup> July) carries out its first deep dive into the Commitments action plans</li> <li>• All IAG meetings in July and August receive the Strategy in draft</li> <li>• MPS/MOPAC Audit Panel reviews this paper.</li> </ul>
August	<ul style="list-style-type: none"> <li>• The STRIDE Delivery Board (24 August) receives the Strategy and action plans and reviews progress of the actions under the Commitments; members review the launch plans</li> <li>• The IDE Board reviews launch plans</li> <li>• All IAG meetings in July and August receive the Strategy in draft</li> <li>• IAGs and SSAs plan events for National Inclusion week</li> </ul>
September	<ul style="list-style-type: none"> <li>• The MPS registers for and commences work to achieve the Inclusive Employers Standard</li> <li>• The Met continues work to achieve Level 3 Disability Standard</li> <li>• The Met continues work to achieve a creditable position in the Stonewall index</li> </ul>
<b>w/c 27<sup>th</sup> September</b>	<p style="text-align: center;"><b>STRATEGY LAUNCH NATIONAL INCLUSION WEEK 27<sup>TH</sup> SEP – 3<sup>RD</sup> OCT: UNITED FOR INCLUSION</b></p> <ul style="list-style-type: none"> <li>• <b>Events demonstrating action under the Commitments</b></li> <li>• <b>Joint events involving IAGs and the relevant SSAs</b></li> <li>• <b>Events demonstrating the MPS's inclusive approach</b></li> <li>• <b>Launches of relevant activities, such as the VPC to PC Degree Apprentice access scheme</b></li> </ul>

**Appendix B: Terms of Reference (1/4)**

**STRIDE Delivery Board  
Terms of Reference  
June 2021**

**Purpose**

Met Direction sets our vision to be the most trusted police service in the world. The STRIDE Delivery Board, formed in this latest format in 2021, will commit to the strategic direction of the Metropolitan Police Service (MPS) on inclusion, diversity and engagement matters and support the delivery of the STRIDE Strategy.

It is chaired by the Assistant Commissioner of Professionalism. It consists of senior police officers and police staff in the Metropolitan Police Service and looks both at the Met of the present and the Met of the future, with a time horizon of up to 4 years. The Board will review its progress every year. The Board will discuss:

1. Will manage performance of the commitments made by the Met in 2021-25 STRIDE Strategy.
2. Build the trust, confidence and satisfaction of all London's communities in the MPS;
3. Make the MPS more reflective of the diverse city we serve (including through recruitment, retention and progression);
4. Secure a fully inclusive culture;
5. Demonstrate the MPS's successful achievement of its obligations under the Public Sector Equality Duty;
6. Analyse all known good practice and share and disseminate better ways of working to support progress on the strategic objectives and priorities;
7. Communicate and engage with staff and communities in order to achieve the above.

**Responsibilities**

The Board:

1. Will manage performance of the commitments made by the Met in 2021-25 STRIDE Strategy.
2. Assist in delivering the vision for the future.
3. Consider the advice and recommendations proposed by the STRIDE External Advisory Board and the Inclusion, Diversity and Engagement Board.
4. Reviews progress of any aspect of the strategy through thematic deep dives.
5. Implement improvements that will progress the MPS forwards with its STRIDE objectives and commitments.
6. Responds to significant external issues impacting the MPS.
7. Lead communication and engagement internally and externally so that diversity, inclusion and engagement are at the forefront of our thinking.

**Frequency of Meeting**

The Board meets every quarter in sequence with the repurposed STRIDE External Advisory Board, and the new Management Board: Inclusion, Diversity and Engagement Board.

**Membership**

The Board is chaired by the Assistant Commissioner Professionalism. The other Board members include:

- Professionalism STRIDE Chair
- Corporate Services STRIDE Chair
- Specialist Crime STRIDE Chair
- Met Operations STRIDE Chair
- Specialist Operations STRIDE Chair
- Digital Policing STRIDE Chair



- Muslim Police Association
- MPS Black Police Association
- Chair of BAME & BAME Belief of PFEW
- LGBT+ Staff Association
- Disability Staff Association
- Network of Women Chair
- Police Superintendents Association Chair
- Director of HR
- Head of Internal Communication
- CPIE Commander Professionalism
- Head of Resourcing, Talent and Inclusion
- Chief Superintendent Crime Prevention, Inclusion and Engagement
- Chief Superintendent, Directorate of Professionalism
- STRIDE Commitment Leads
- Diversity and Inclusion Advisors
- Vice President Met Police Group PCS Union
- Head of Workforce Development and Professional Standards, MOPAC
- Met Federation Equality and Diversity Secretary
- MET-TUS HR Secretary
- Head of Strategic Development
- Strategic Secretariat

**Attendance:** Attendance should be prioritised; deputies of sufficient seniority are required in acceptable extremis. Other attendees can be invited depending on the topics for decision.

#### **Relationship with other boards:**

The Board has interdependencies with:

- STRIDE External Advisory Board
- Management Board: Inclusion, Diversity and Engagement
- Management Board: People & Learning
- Management Board: Performance
- Management Board: Portfolio & Investment
- Management Board: Risk & Assurance
- Data Board
- MOPAC Oversight Board

#### **Board Support**

The Board will be supported by the Strategic Secretariat, as follows:

- Papers for the Board must be submitted 5 working days before the meeting; and will be circulated for members to read.
- The actions will be circulated within 24 hours of the meeting, and the minutes will be circulated as draft within 5 working days of the meeting.
- For agenda items, papers and other queries, the Secretariat can be contacted via email: HQ Strategic Secretariat Mailbox.

**Appendix B: Terms of Reference (2/4)**

**STRIDE External Advisory Board  
Terms of Reference  
January 2021**

**Purpose**

Met Direction sets our vision to be the most trusted police service in the world. The STRIDE External Advisory Board, formerly the STRIDE (Strategic Inclusion, Diversity and Equality) Board, advises the MPS specifically on how to:

1. Build the trust, confidence and satisfaction of all London's communities in the MPS;
2. Make the MPS more reflective of the diverse city we serve (including through recruitment, retention and progression) ;
3. Secure a fully inclusive culture;
4. Demonstrate the MPS's successful achievement of its obligations under the Public Sector Equality Duty
5. Communicate and engage with staff and communities in order to achieve the above.

It is chaired by the Commissioner and utilises the specialist knowledge and experience of external board members, as advisors, to help the MPS identify and address opportunities and challenges to the delivery of the STRIDE Strategy. The Board looks both at the Met of the present and the Met of the future, with a time horizon of up to 8 years.

**Responsibilities**

The Board:

1. Considers inclusion, diversity and engagement matters in the broadest sense.
2. Makes recommendations to the Inclusion, Diversity and Engagement Board on the strategic direction of inclusion, diversity and engagement-related matters.
3. Reviews operational and policy matters, and makes recommendations to STRIDE Delivery Group to implement that will progress the MPS forwards with its objectives.

This Board is not a decision-making Board. The Commissioner, as chair, can choose to propose the Board's recommendations and advice to the Management Board's Inclusion, Diversity and Engagement Board, for decision; and to STRIDE Delivery Group for implementation as appropriate. The decisions made by the Inclusion, Diversity and Engagement Board will be reported back to the advisory board.

**Frequency of Meeting**

The Board meets every three months in sequence with the new Inclusion, Diversity and Engagement Board and the STRIDE Delivery Group.

**Membership**

The Board is chaired by the Commissioner and has four internal members as follows:

- Deputy Commissioner, as a leading member of the Inclusion, Diversity and Engagement Board;
- Assistant Commissioner Professionalism, as the chair of STRIDE Delivery Group;
- Director of Strategy & Governance, responsible for ensuring alignment with Met Direction, our business planning and other corporate boards;
- Director of HR, responsible for the People Strategy, and given the Board's focus on people matters and the significant recruitment underway.

The MPS will seek to ensure the external advisors, as subject matter experts, are from as broad a spectrum as possible; this includes the Deputy Mayor for Policing & Crime.

**Quorum**

The quorum is the Chair plus five members, including two external advisors. Attendance should be prioritised. Other attendees can be invited depending on the topics being discussed.

**Relationship with other boards**

The Board has interdependencies with:

- Management Board: Inclusion, Diversity and Engagement Board
- STRIDE Delivery Group

**Board Support**

The Board will be supported by the Strategic Secretariat, as follows:

- Papers for the Board must be submitted 5 working days before the meeting; and will be published on Board Intelligence / circulated via secure email for members to read.
- The Secretariat will set up secure MPS email accounts for external board members.
- The actions will be circulated within 24 hours of the meeting, and the minutes will be circulated as draft within 5 days of the meeting.
- For agenda items, papers and other queries, the Secretariat can be contacted via email: HQ Strategic Secretariat Mailbox.

**Appendix B: Terms of Reference (3/4)**

**Management Board: Inclusion, Diversity and Engagement  
Terms of Reference  
December 2020**

**Purpose**

Met Direction sets our vision to be the most trusted police service in the world. The Inclusion, Diversity and Engagement Board, formed in this latest format in 2020, sets the strategic direction of the Metropolitan Police Service (MPS) on inclusion, diversity and engagement matters.

It is chaired by the Commissioner. It consists of the most senior police officers and police staff in the Metropolitan Police Service and looks both at the Met of the present and the Met of the future, with a time horizon of up to 8 years. It sets the vision for the organisation, laid out in the strategy and considers inclusion, diversity and engagement matters in the broadest sense. It makes decisions to address strategic issues on how to:

8. Build the trust, confidence and satisfaction of all London's communities in the MPS;
9. Make the MPS more reflective of the diverse city we serve (including through recruitment, retention and progression) ;
10. Secure a fully inclusive culture;
11. Demonstrate the MPS's successful achievement of its obligations under the Public Sector Equality Duty
12. Communicate and engage with staff and communities in order to achieve the above.

**Responsibilities**

The Board:

8. Sets the vision for the future.
9. Considers the advice and recommendations proposed by the STRIDE External Advisory Board.
10. Approves the Strategy
11. Reviews progress of any aspect of the strategy through thematic deep dives.
12. Directs the STRIDE Delivery Group to implement improvements that will progress the MPS forwards with its STRIDE objectives
13. Responds to significant external issues impacting the MPS
14. Leads communication and engagement internally and externally so that diversity, inclusion and engagement are at the forefront of our thinking.

**Frequency of Meeting**

The Board meets every six weeks in sequence with the repurposed STRIDE External Advisory Board, and the STRIDE Delivery Group.

**Membership**

The Board is chaired by the Commissioner. The other Board members include:

- Commissioner
- Deputy Commissioner
- Chief of Corporate Services
- Assistant Commissioner Professionalism, (the chair of STRIDE Delivery Group)
- Assistant Commissioner, Frontline Policing
- Assistant Commissioner, Met Ops
- Assistant Commissioner, Specialist Operations
- Chief Digital and Technology Officer, Digital Policing
- Director of Strategy & Governance
- Director of Communications

The Non-Executive Directors have a standing invitation to attend the Board.

### **Quorum**

The quorum is the Chair plus four members. Attendance should be prioritised; deputies are not required. Other attendees can be invited depending on the topics for decision.

### **Relationship with other boards**

The Board has interdependencies with:

- STRIDE External Advisory Board
- STRIDE Delivery Group
- Management Board: People & Learning
- Management Board: Performance
- Management Board: Portfolio & Investment
- Management Board: Risk & Assurance
- Data Board
- MOPAC Oversight Board

### **Board Support**

The Board will be supported by the Strategic Secretariat, as follows:

- Papers for the Board must be submitted 5 working days before the meeting; and will be published on Board Intelligence for members to read.
- The actions will be circulated within 24 hours of the meeting, and the minutes will be circulated as draft within 5 days of the meeting.
- The decisions from the corporate boards will be provided in the Summary of Decisions document, by the Strategic Secretariat, and presented at each Management Board meeting, for approval prior to sharing with Senior Leaders across the MPS.
- For agenda items, papers and other queries, the Secretariat can be contacted via email: HQ Strategic Secretariat Mailbox.

**Appendix B: Terms of Reference (4/4)**

**Performance Board  
Terms of Reference  
April 2019**

The MPS has implemented a new performance framework which will drive delivery of Met Direction 2025. The performance framework and the governance structure that underpins this will connect local objectives with strategic ambitions in a way that is logical and can demonstrate progress. To steer this, there will be two meetings at the most senior levels of the MPS; Performance Board and Performance Group. They both have the overall aim of understanding and improving Met performance and the outcomes we help deliver for London, focusing on the aspects that cross business group boundaries in line with our strategic ambitions set out in the Met Direction 2025. They necessarily focus on different areas, but in a complementary manner.

The purpose of Performance Board is to:

- Examine performance of a Met Direction pillar, for example 'what matters most to Londoners' and provide a forward view of plans.
- Agree the performance ambition.
- Assure itself that the Met's performance management framework is effective.

The purpose of Performance Group is to:

- Drive and direct the Met's performance conversation, set the strategic direction for resource deployment and our tasking process.
- Examine thematic areas which are constituent parts of a Met Direction pillar, for example Lethal Barrel Discharges within the pillar of 'what matters most to Londoners'.

The Performance Board will:

- Identify performance issues that cross business group boundaries and reach a view on how levels of threat, risk and harm compare across our current performance pressures by reviewing:
  - A detailed review of performance across a Met Direction pillar (1 operational, 1 enabling per meeting);
  - the monthly performance overview;
  - progress to deliver the Met Business Plan, including our contribution to the Police & Crime Plan's priorities and indicators;
  - the Met's Strategic Assessment;
  - any issues flagged to it from other boards such as Risk and Assurance Board.
- Influence partnership working internally and externally to ensure that issues are addressed in accordance with the Met's priorities e.g., where further work is required with pan London partners, leverage the Mayor's convening powers.
- Assure itself that the Met's performance management framework is effective and of the overall performance health of the Met.
- Agree the performance ambition for the Met.
- Take a leading role in long term planning and innovative thinking, identifying future risks and opportunities to policing and taking action to prepare the Met for them.

**Frequency**

Meets Quarterly for two hours.

**Relationship to other meetings**

Performance Board is a cross-Met meeting sitting between Performance Group and Management Board in the chain of escalation. Performance Group will continue to focus on issues that are a constituent part of a Met Direction pillar on a more thematic basis. Thematic meetings such as those on serious violence and

Safeguarding Board will also continue. Management Board will continue to be briefed on performance to provide context to its strategic leadership of the Met. Performance Board will be informed by conversations at Risk & Assurance Board ensuring an understanding of the Met's key risks.

There will be a short note coming from Performance Board to Performance Group and similarly once a quarter a note will come from Performance Group to Performance Board. In both cases this will give a summary of discussions and any other issues which need to be highlighted.

**Products**

A briefing on current performance will be circulated in advance of each Board, highlighting and informing the issues for discussion. At the meeting itself, attendees will be asked to talk through their assessment of performance, risks and the support they need.

**Attendees**

- Deputy Commissioner (Chair)
- AC Frontline Policing
- AC Specialist Operations
- AC Professionalism
- AC Met Operations
- Chief of Corporate Services
- Director of Digital & Technology
- Director of Strategy

The Commissioner may also attend.

Performance Board will be supported by the Strategic Secretariat, with papers circulated a week in advance.

Members should make every effort to attend. Where members are unable to attend, they may send a Deputy. Consistency of Deputies is required.