

## MPS-MOPAC JOINT AUDIT PANEL 26 October 2020

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### Diversity and Inclusion: Update on MPS Implementation of DARA Audit Recommendations

Report by:

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

This report is to update the Audit Panel with regards to the progress of the recommendations made by the DARA report in relation to the progression of D&I considerations within the MPS.

#### **Key Considerations for the Panel**

Please note that the STRIDE strategy 2017-2021 is currently under review, and many of the activities identified by DARA fall under this umbrella activity.

Please note that the MPS is continuing to engage on the upcoming Mayor's Action Plan regarding trust and confidence in London.

#### **Interdependencies/Cross Cutting Issues**

As above

#### **Recommendations**

The Audit Panel is recommended to:

- a. Note the progression of the DARA Audit recommendations;
- b. Note the ongoing STRIDE strategy review; and
- c. Note the MPS engagement on the Mayor's Action Plan

## 1. Supporting Information

This section will list the progression of the recommendations made in the DARA report.

### 1) **Governance Framework**- Deadline: November 2020

The Met has several boards and workstreams engaged in delivering the Inclusion & Diversity Strategy, which adds to the complexity of the governance framework. There is, currently a lack of clarity on their respective roles and responsibilities and how they align to each other and to the Strategy as a whole.

**Update October 2020:** An organogram has been drawn up which have identified the gaps regarding roles, responsibilities and interdependencies across HR & other areas of the business – this will be addressed as part of the refresh of the D&I (STRIDE) Strategy (2021-2024) which has commenced.

### 2) **Board Accountabilities** – Deadline: November 2020

The STRIDE Board and STRIDE Delivery Group share a common aim and set of objectives. There is no documented 'terms of reference' to clarify their respective roles, responsibilities and accountabilities. These would provide clarity over governance boundaries and help identify and manage interdependencies and determine reporting requirements.

**Update October 2020:** The ToR for both meetings have been refreshed, and will be included in the refresh of the D&I Strategy (2021-2024)

### 3) **Role of Business Groups STRIDE Boards** – Deadline: Nov 2020

The recent creation of Business Group STRIDE Boards is a positive step to better integrate D&I activities across the Met. Business Group STRIDE Boards need to agree a role and remit that is complementary to the STRIDE Group and aligns with the Strategy. This will create a functional and coherent top-down and bottom-up approach to effectively deliver the Strategy's aims.

#### **Update October 2020:**

**a)** STRIDE Business Groups will have clearly defined responsibilities and accountabilities, which will encapsulated in the D&I (STRIDE) Strategy (2021-2024)

**b)** HR has developed a dashboard/performance pack which include i) the whole employee lifecycle ii) D&I Standard iii) HR Service Delivery (grievances etc...)

**c)** Data & Insight team is assisting in the development of performance measure which can be integrated into a dashboard which include USS & PAS metrics.

### 4) **Delivery Plan** – Deadline: November 2020

Work has been undertaken to develop a delivery plan to bring together all activity within the Met supporting the Inclusion & Diversity Strategy, but this is not yet complete. The planning framework is aligned to the three strategic aims and priorities, although there are some inconsistencies and gaps. The aim is to define the 'what' and 'how' for each deliverable along with intended outcomes, performance measures and the responsible lead.

**Update October 2020:** There is a delivery plan which is fully aligned to the D&I Strategy (2017-2021) – this will be refreshed in line with the new D&I Strategy (2021-2024)

#### **5) Performance Monitoring & Reporting – Deadline: November 2020**

There is no overall reporting against the STRIDE Delivery Plan and Performance Framework to the STRIDE Board and STRIDE Delivery Group. The aim is to produce a dashboard style report, aligned to the corporate planning process, this has not yet, however, taken place and is impacted by the lack of clarity on metrics and performance measures for a number of key initiatives.

**Update October 2020:** This is duplication from above. A dashboard has been produced by HR and the other dimensions PAS & USS will be built into this by the Data & Insight team. The priority will be on BAME & Female although data (where available) across the other protected characteristics will be featured.

#### **6) Risk Management Framework – Deadline: July 2020**

The HR I&D Project Board monitors risks to delivery of the projects within their scope and the STRIDE Delivery Plan includes a brief description of the risks to each deliverable. Management of inclusion and diversity risks is not yet, however, fully embedded in the performance framework and key processes and risks are, therefore, not effectively monitored, escalated and reported across the Met

**Update October 2020:** Please also refer to the update to Recommendation 3. CPIE risk register incorporates the risk identified by the DARA report and hold the recommendations as controls.

#### **7) Communication Plan – Deadline: July 2020**

The previous DARA reviews of I&D highlighted the need for an effective communications plan to raise awareness and support delivery of the I&D Strategy. This was also intended to define the intranet presence supporting the implementation of the strategy and for sharing good practice across the Met. There is currently a CPIE intranet page for I&D with links to some relevant policies but this could be developed further. Some Business Groups have published examples of their work in this area (e.g. MO2, RaSP) but this appears to be on an ad hoc basis

**Update October 2020:** The STRIDE Strategy has significant traction in all business groups, with many of the activities communicated either through the Business Group or DMC on behalf of the wider organization. Further work is ongoing – including the refresh of the STRIDE Strategy; the continued development of the DMC D&I Comms plan; the weekly messages both internally and for partners/stakeholder that are circulated and the review of the CPIE Intranet site. These improved communications processes have progressed throughout 2020 and are now embedded in the wider MPS Comms activity, but further progression will be established through the current strategy review. Key campaign communications support the wider comms, most recently including National Inclusion Week (28<sup>th</sup> Sept – 4<sup>th</sup> Oct), National Hate Crime Awareness Week (10<sup>th</sup> – 17<sup>th</sup> October) and Black History Month (1<sup>st</sup> – 31<sup>st</sup> October)

**8) Staff Support Associations – Deadline: June 2020**

There are 20 Staff Support Associations in the Met and it is important that their collective voice is heard at the STRIDE Board and STRIDE Delivery Group meetings. At the time of our review only one Staff Support Association is represented at STRIDE Delivery Group meetings.

**Update October 2020:** This action has been completed and minutes from the June 29<sup>th</sup> STRIDE Delivery Board have been sent to DARA. The membership of this group has been opened up to other membership groups.

**9) Independent Advisory Groups – Deadline: September 2020**

Independent Advisory Group members currently attend the STRIDE Board adding value by sharing expertise and providing an external viewpoint on the Met's activities. However, the basis of their invitation is not clear including plans to cyclically rotate personnel to access a wider pool of external IAG expertise.

**Update October 2020:** This will be addressed through the refresh of the D&I (STRIDE) Strategy (2021-2024)

**2. Equality and Diversity Impact**

This paper relates to the MPS D&I (STRIDE) Activity and current review process

**3. Financial Implications**

None

**4. Legal Implications**

None

**5. Risk Implications**

None

**6. Contact Details**

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**7. Appendices and Background Papers**

None