

# MOPAC

MAYOR OF LONDON  
OFFICE FOR POLICING AND CRIME



## MPS-MOPAC JOINT AUDIT PANEL 18 January 2021

Update of the MPS approach to Diversity and Inclusion ('D&I')  
Report by: Commander Catherine Roper

### Overall Summary of the Purpose of the Report

This report will describe the MPS strategic approach to D&I, to reassure the audit panel that the focus on this essential issue runs as a thread throughout the organisation.

### Key Considerations for the Panel

- To note the positioning of D&I as part of the strategic fabric of the MPS including:
  - MetDirection
  - The MPS Business Plan
  - The MPS Stride Strategy 2017 – 2021 inc The MPS D&I Governance Process
  - The MPS HR Approach to D&I
  - The Deputy Commissioners Delivery Group

Please note that where applicable, the above will be summarised in this report, but the full documentation will be part of this submission bundle.

### Report: Update of the MPS approach to Diversity and Inclusion ('D&I')

#### Introduction:

D&I is central to the work of the MPS Management Board, and is woven into every MPS policy.

Until recently, the MPS D&I activity was governed through the STRIDE Board, Chaired by The Commissioner and supported by AC Ball. At the Board, the MPS D&I activity was scrutinised and challenged by external experts, Independent Advisory groups and other community members. Beneath that was a clear D&I Delivery framework, with governance through each of the MPS Business Groups, reporting into AC Ball.

This governance has recently been reviewed, establishing The MPS Inclusion, Diversity and Engagement Board, Chaired by The Commissioner and attended by Management Board, which meets every 6 weeks to consider the MPS D&I performance. AC Ball remains the Management Board member accountable for the delivery of the MPS D&I ambitions, which is reflected in the governance chart accompanying this briefing.

Robin Wilkinson, Chief of Corporate Services, is accountable for all HR delivery across the MPS – which has a direct read across into the D&I activity. As a result, D&I progression is also regularly reviewed through People & Learning Board, and through Performance Board, Chaired by The Deputy Commissioner. Through these processes, and other more bespoke Business Group or project focussed performance groups, D&I is considered as the principal building block for the service delivery of the MPS.

Whilst this briefing note provides the strategic positioning of D&I, and will not go into further detail, recent other MPS D&I 'deep dives' also include:

- Performance Board consideration of ‘Community Trust and Confidence’ performance
- Management Board consideration of the retention of BAME officers and staff
- Chief Officer Group consideration of their business group staff survey, generating key commitments
- The Strategic Insight unit analysis regarding disproportionality linked to Stop & Search
- The MPS Handcuffing Review (recently published)
- The focus of Safety Training broadening from technique to inclusion of D&I considerations
- CPIE ‘External Recommendations’ Review Board, which ensures all external recommendations (eg DARA, HMICFRS or NPCC) are implemented across the organisation

This list is not exhaustive but merely illustrative of the presence of D&I across all MPS activity.

**1. Met Direction 2018 - 2025:**

The MPS mission is to keep London safe for everyone.

The Met’s strategy to achieve this mission is framed by Met Direction 2018 – 2025, which explains how we will achieve this and underpins all we do.

**Met Direction outlines that we will focus on three operational priorities:**

- Focus on what matters most to Londoners  
Violent crime is a key concern and tackling it is a priority in order to protect Londoners. This includes terrorism, knife and gun crime, sexual offending, domestic abuse and protecting vulnerable people from predatory behaviour.
- Mobilise partners and the public  
We know that safety requires action beyond the police service. We will continue to work with partners and communities to help keep them safe and support them in preventing crime. We will work harder to earn the trust of more young people and ethnic minority communities.
- Achieve the best outcomes in the pursuit of justice and in support of victims  
We have a fundamental responsibility to uphold the rule of law and to ensure that victims receive the best possible outcome. We will do this by catching offenders and by ensuring victims of crime receive both justice and the support they need from us and our partners.

**To achieve this as an organisation, we must develop our internal capabilities. We will focus on four enabling priorities:**

- A. Seize the opportunities of data and digital tech to become a world leader in policing  
We want to harness data and use technology to our advantage in the pursuit of criminals, rising to the challenge of a fast-moving data-driven digital age. We will make information and insight more accessible, internally and externally, to support evidence-based decisions and promote public confidence. We will strive to enhance our global reputation for excellence and expertise in policing.
- B. Care for each other, work as a team, and be an attractive place to work  
We must ensure that our workforce are well-led, well-equipped and well-supported, championing difference and diversity of thought to create an environment where we all thrive. We will ensure officers and staff are clear about their role and can make a real impact; we will entrust them to make decisions, implement them and deliver their best.
- C. Learn from experience, from others, and constantly strive to improve  
We want to develop a culture of learning, listening to feedback, sharing ideas and insight with others and empowering people to be innovative. By promoting a creative, open and reflective culture, by experimenting more and innovating, we will, - with input from colleagues, partners and the public - improve our service to Londoners.
- D. Be recognised as a responsible, exemplary and ethical organisation  
We want to be effective, efficient and offer value for money, and to attract national and regional funding because partners know we make a difference. We want to be recognised for our ethics, integrity, transparency and professionalism; and contribute to the sustainability of London and its communities.

MetDirection outlines that at the heart of the MPS Strategic vision are the principles of fairness; championing difference and diversity; creating an open and reflective culture where everyone can thrive, where we care for each other in order to provide the best service to London. It is underpinned by the Met Business Plan, which

described the key activities to progress Met Direction. This has been recently reviewed, with further detail below.

## 2. The Met Business Plan 2020 – 2023

The Met Business Plan describes the key activities and organisational commitments to progress Met Direction. The plan contains a performance framework, with clear metrics, to measure our success in the delivery of the plan. For each of the seven "pillars" of Met Direction, there is a lead at Management Board level and a lead at Deputy Assistant Commissioner / Director level, with quarterly performance reports. This is supported by a risk register which articulates areas of challenge which may undermine the delivery of the strategy.

This report will not list all D&I activities which are listed in the Met Business Plan. The full plan is attached to this submission, which contains significant detail as to the achievements to date, and the D&I objectives, and related performance framework, for the rest of the strategy.

However, by way of exemplifying the range of consideration and commitment, please note the following dip sample of D&I initiatives included within the Met Business Plan 2020 – 2023:

- We will work to increase public trust across all groups in London (across ethnicity, sexual orientation, religious, gender and age).
  - As part of our programme to grow the Met, we have been utilising our outreach recruitment workers who are involved in ongoing work with large employment brokerages to promote Met recruitment at 'mentoring circles' designed to support attendees from diverse groups.
  - We have developed a "London curriculum" used for new recruits to the Met to support increasing the empathy and understanding of officers for all groups of Londoners. We will focus on procedural justice and will address any disproportionality of treatment where identified.
  - We have a faith officer in every BCU who, working alongside other community engagement colleagues, ensures that we listen to the needs of these groups and respond accordingly.
  - We are continuing to deliver youth diversion programmes, for example with Safer Schools Partnership initiatives we aim to build trust and confidence between the school community (young people, school staff and parents) and the police, improving safety, enhancing safeguarding and delivering early intervention and diversion, promoting positive pathways for young people.
  - We have relaunching *Metgirlz* in 2020. The project focusses on females aged 16-19 years old, the majority from minority ethnic backgrounds with the aim to promote the Met as a career choice, whilst also building positive relationships between the police and young people. The programme also aims to personally develop the cohort by promoting good self-esteem, self-worth and female empowerment, build on confidence and public speaking, and to divert from and educate young women on all kinds of exploitation, drugs, gangs, bullying and other criminal lifestyles.
  - We will maintain links between our pupil referral units and youth offending teams to support young people who have entered into the criminal justice system to develop strategies to help prevent offending and reduce re-offending.
  - We will seek to tackle the inequalities for race and disabilities in overall victim satisfaction rates (to within  $\pm 5$  per cent by March 2021).
  - We have established a bespoke organisation learning group to look at recommendations at how the Met may improve their service and support to the LGBT+ community (internal and external), on tackling key issues such as hate crime.
  - Local Scrutiny Panels will take place across each BCU, scrutinising out of court disposal decisions to ensure they proportionate and appropriate for the child involved and the offence committed
  - We are measuring staff satisfaction and engagement through our staff survey. Results in 2019/20 are substantially more positive in a number of key areas than in 2018/19. Overall engagement score improved from 44 per cent to 58 per cent in 2019/20. Specific responses for the areas management effort had been concentrated during the year as a result of the previous year's survey:
    - “I am treated with fairness and respect” improved from 53 to 72 per cent in 2019/20
    - “I can be myself at work” improved from 61 to 74 per cent in 2019/20
- Both the above survey results require a year on year improvement under the Met Business Plan

- We launched a Career Development Service to support and engage female and Black or minority ethnic officers and staff, raising awareness of opportunities, and helping remove barriers. As part of the Management Board’s commitments and following the 2019 staff survey, we are extending this offer to colleagues in the Met with a disability.
- We maintained our status as a London Living Wage (LLW) employer and ensured outsourced contractors who work on Met premises pay their employees at or above the LLW. We continued to promote the Mayor’s *Good Work Standard* to our supply chain.
- The Behavioural Insights team has been commissioned to review our approach to vetting to explore ways of removing current disproportionality in vetting outcomes. This includes a communication review to assess bias at these stages.
- Through reflective practice, we will support the organisation to move away from blame to learning. This will assist to support people through their development and to help people feel that they are treated fairly and with consideration.
- Whilst the MOPAC Public Attitudes Survey (PAS) achieved an 84 per cent positive response to “The Metropolitan Police Service is an organisation that I can trust”, we are keen to improve trust even further, particularly among communities where it is lower. PAS data will be reviewed at monthly BCU performance boards, and each BCU will be required to devise a borough level plan, led by the Neighbourhood Policing strand, to ensure that our local commands respond to the local issues that impact on trust in communities.
- We will strengthen our oversight of the complaints and misconduct process. This will work to embed the fundamental changes we have made to how the misconduct processes work having reformed the Fairness at Work framework, making better use of local resolution, mediation and providing more protection for those who raise discrimination complaints.
- We will work to address the current disproportionality of Black, Asian and minority ethnic colleagues in the misconduct process, seeking to understand the drivers and to eradicate the issues, working with national colleagues.

**3. MPS Inclusion and Diversity Strategy (‘STRIDE’) Strategy 2017-2021:**

The MPS Inclusion and Diversity Strategy (‘STRIDE’) 2017-2021 has been established across each business group of the MPS.

The MPS Inclusion and Diversity Governance Chart (included in this submission) outlines the STRIDE reporting framework. Each Business Group has its own performance meeting, Chaired at Chief Officer level, which then reports into the STRIDE Delivery Board, Chaired by AC Ball.

There is a significant amount of work ongoing across the MPS under the three STRIDE objectives to change systems, processes and most importantly culture. A snapshot of these achievements is below:

**STRIDE Objective 1- Make the Met more reflective of the city we serve:**

London is the most diverse city in the UK. 40% of London’s residents are from a BME background, with three million residents of London (37%) having been born outside the UK. It is the youngest, most highly educated, and most expensive (to live) part of the UK and anyone who visits the city will notice its diversity. The challenge for us as an organisation is to be more reflective of the variety of people who live and work here, which will be broader than the recognised protected characteristics under the Equality Act and would include such matters as income and class.

Achievements to date:

- Today, half of all Black, Asian and Minority Ethnic police officers in England and Wales work in the Met. As well as nearly 2,000 Special Constables of whom 31% are from Black, Asian and Minority Ethnic communities and over 4,500 volunteer police cadets of which more than 43% are also from Black, Asian and Minority Ethnic communities.
- 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 as of Friday 13<sup>th</sup> November, we have re-implemented the London residency requirement for most entry routes to join us as a police officer.

- 12 Outreach Recruitment workers established and dedicated to the 12 BCUs of the MPS - engaging specifically with London's BAME communities to increase diversity of recruitment
- In support of 'Citizens in Policing' – the development of the Volunteering Programme through the Safety Mobilisation Centre: C19 has seen 3000 volunteers step forward from across the communities of London, complementing the locally managed SSCL volunteer team members.
- Exit interview processes established across the organisation, with early interventions made to reduce attrition.
- Develop existing local retention plans as part of the BCU/OCU talent approaches
- Implementation of additional alert to BCU/OCU Commanders of BAME resignations underway
- MPS designed, created and led the national launch of the GirlGuide Police Challenge Badge
- Increased engagement with young people through organisations such as the Princes Trust, the Stephen Lawrence Charitable Trust & The Naz Legacy Foundation
- Establishment of the MPS Youth IAG, supported by local BCU Youth IAGs across the London
- Increased investment in VPC activities – supported online during C19
- Increased investment in Schools and Youth Engagement Officers, developing youth events and sports clubs – including boxing clubs and football events

**STRIDE Objective 2 - Develop our Culture behaviour, and internal processes :**

This objective considers what we can do as an organisation to ensure we retain and motivate our officers and staff to flourish as part of the Met.

Achievements to date:

- Disability Passports: currently over 300 registered
- Disability Confident level 2 – Confident Employer: Achievement of level 2 status
- Establishment of the Disability Delivery Group to support the Disability SSA
- Pregnancy & Maternity Support through 'Met Baby', supported by Met Baby Advisor's across business groups
- Improved support to SSAs with established engagement and consultation mechanisms
- 'Disproportionality of BAME colleagues in the Misconduct' Gold Group established and work ongoing
- C19 Gold Group Support for the impact of C19 disproportionately affecting MPS BAME colleagues
- Development by L&D of a 'Buddy system, to support BAME applicants throughout application and training process
- Introduction of the first Part Time Recruitment Process in England & Wales
- Inclusion of Race IAG & External Critical Friends in Gold Groups across Business Groups
- Increase in Support Networks for Women & BAME Colleague
- Leadership Campaigns: 'Leading for London' (2018) and upcoming 'Inclusive Leader' training (2021)
- Coaching, 360 degree feedback and reverse mentoring established across all MPS Business Groups
- Development of 'Reflective Practice' to support the organisational shift to learning from blame
- DAC led support process for Senior BAME Officers established
- Multiple D&I campaigns inc. annual Black History Month celebration, 'Bring yourself to work' internal campaign,
- International Women's Day and International Men's Day celebrations – to name but a few.

**STRIDE Objective 3 – Remove Inequality from our service to the people of London:**

Our officers and staff have millions of interactions with the people who live, work and visit London every year. Overall, satisfaction and confidence are high, but our data shows there are consistent gaps in the outcome of those interactions, whether it be victim satisfaction, stop and search, complaints or as suspects and offenders in the criminal justice system. These inequalities in service delivery must be addressed to improve our service to the people of London.

Achievements to date:

- Development of the 'procedural justice' content within the PCDA

- Development of the 'London Curriculum' within the PCDA
- C19 External Scrutiny Panel established for the C19 legislation application across London
- Engagement with the Chinese & South East Asian community, Somali community & Deaf community to produce BSL videos around the Covid19
- Increase in number of Strategic Community IAGs, Faith groups and Scrutiny Panels:
  - Weekly Central Youth IAG
  - Weekly London Muslim Community Forum (LMCF)
  - Weekly Staff Support Association
  - Fortnightly RACE IAG meetings
  - Weekly faith officers call
  - Monthly LGBT+ call
  - Sikh forum
  - Jewish community calls
  - Recruitment Outreach Work into Schools and Youth Organisations
  - Strategic Advisory Cell including membership from a wide range of Black and Minority Ethnic
  - Weekly Somali COVID 19 Steering Group
  - Weekly Chinese and South East Asian (CASEA) COVID19 Discussion Forum, focussing on Hate Crime
  - Weekly COVID wider community reference group call
  - (NB: This list is not exhaustive)
- Improved development of EIA expertise across the organization, and process being established across all business groups Eg Corona Virus Act 2020 – Equality Impact Assessment completed and maintained by Gold Group
- Community Advisors involved in probationer training
- 'Local' training being delivered (and rolled out across the MPS) to 'floating' MPS units to assist their policing service
- Roll out of 'Use Of Force' Scrutiny Panel across the London to encourage greater scrutiny of MPS activity
- Development of the 'Engagement Handbook' to identify who we are engaging with and where – to then identify where further effort should be made.
- Establishment of the BCU 'Engagement Commitments' to ensure that there is consistency across the MPS
- Creation of the Deputy Commissioners Delivery Group to focus on improving the trust and confidence by London's Black Communities, and the sense of support and inclusion for MPS black officers and staff

**Conclusion:**

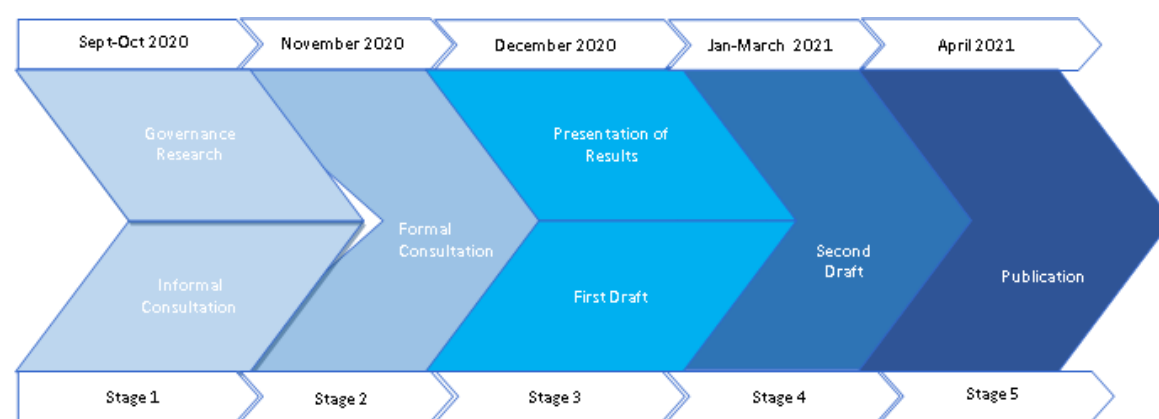
The STRIDE strategy 2017-2021 has fundamentally changed the Diversity and Inclusion processes in the MPS.

The review of the current strategy aims to progress the achievements so far, and has consulted widely both inside and outside the organisation to ensure the next strategy continues to reflect what matters most to Londoners, and to MPS colleagues.

**Part 3.1: Review of MPS Inclusion and Diversity Strategy ('STRIDE') Strategy 2017-2021**

Looking forward, the MPS is committed to building on the achievements of the current STRIDE strategy. Part of that process is ensuring that our workforce and our communities have an opportunity to contribute to where our focus in the next strategy should be. This section provides the update of the consultation undertaken so far, with the related timelines in order to publish the new strategy in April 2021.

**Timeframes:**



**Consultation undertaken:**

- The Commissioners STRIDE Board – consultation and feedback
- Senior Leaders Events
- ‘Lean-in’ event – focusing on Race as a main theme for discussion with top 150 leaders in July 2020
- STRIDE Delivery Board: Discussion of the refresh of the D&I Strategy
- STRIDE Boards: Professionalism, Front-line Policing, Met Operations - Engaged in Listening Circles & Discussion of D&I Strategy refresh
- Special Operations: ‘Listening Circles’ – events facilitated by external consultants. Listening the voices of BAME colleagues after the death of George Floyd.
- LGBT+ Organisation & Improvement Group: Discussion regarding the D&I Strategy refresh
- HMICFRS Preparation Group: Engagement with colleagues re the D&I Strategy refresh
- Race IAG: consultation and Feedback
- Staff Support Associations: consultation and feedback
- Creation of a STRIDE strategy review working group: including internal and external contributors

**Feedback:**

- Bespoke focus required for black communities and black police officers and staff
- Greater inclusion of young people in MPS IAGs and external challenge processes
- Strong social media strategy to highlight achievements; opportunities for external scrutiny etc
- Consistent MPS engagement across BCUs, plus clear defined engagement activity across OCUs
- Review current IAG membership
- Sharing our D&I stats and Business Group D&I activities in an easy to find intranet location
- Local History groups to create welcome packs of Borough’s policing and social history for new recruits
- Include ‘Procedural Justice’ within the MPS training curriculum
- Ensuring companies and Met-related parties have D&I strategies aligned to the STRIDE review
- Publication of the training (mandatory and available) for all Officers and Staff to show what is available and what is being done
- The Met should be more ambitious to reflect the communities of London
- Direct entry for Police Cadets

**Next Steps:**

The results of the consultation have recently been presented to the MPS Inclusion, Diversity & Engagement Board. Drafting is underway, with further consultation, against the timeframes above in order to develop the next strategy for publication in April 2021.

**4. HR Aspirations and Governance:**

The Met aims to have an inclusive and diverse workforce which is reflective of London. This is seen as strategically important to strengthen our relationship with our communities and enable us to police London more effectively. One of the enabling pillars for Met Direction is care for each other, work as a team and be an attractive place to work. This includes leading progress on diversity and inclusion,

championing difference and diversity of thought by developing an engaged workforce which reflects modern London and services it passionately and compassionately.

To achieve a more representative workforce, Management Board have established a set of diversity aspirations which were reviewed and updated in December 2020. The aspirations describe a clear set of milestones for overall workforce representation, recruitment and progression:

- Black, Asian and Minority Ethnic applicants to make up 40% of all recruit intakes from April 2022
- Female applicants to make up 50% of all recruit intakes from April 2022

The HR Paper ‘Representative Workforce’ accompanying this briefing note goes into greater detail with regards to HR processes to support the MPS D&I strategy.

## 5. The Deputy Commissioners Delivery Group

The Commissioner has made it clear that she wants the Met to be the most trusted police service in the world. This is at the heart of the Met Direction, the strategy which sets out our priorities. The Met has come a very long way over the last two decades, working with our many and diverse communities to build positive relationships, to focus on what matters most to Londoners and to recruit a workforce that reflects the city we serve.

However, the Commissioner recognises that trust in the Met is still far too low in some communities, especially London’s black communities, and that many of our black officers and staff do not feel as included in the organisation as other colleagues. As a consequence, in October 2020 The Deputy Commissioner’s Delivery Group (‘DCDG’) was brought together to bring renewed energy and focus to close the ‘trust gap’ with London’s black communities, and to improve the feeling of inclusion and support felt by our black colleagues.

The work of the Delivery Group will be progressed under the umbrella work programme of the STRIDE programme led by AC Ball.

The Delivery Group Activity Programme is a living document, and will be reviewed weekly to ensure it is delivering against 4 ‘Key Overarching Achievements’ including:

- Improving trust, confidence and accountability for police encounters involving the exercise of powers or use of force with black communities
- Improving the sense of inclusion, support and belonging for black officers and staff
- Identifying the key barriers within existing recruitment & promotion processes which are adversely impacting on our ability to recruit / promote from black communities
- Proactively engaging with external influencers and stakeholders who are critical of the MPS approach to policing black communities and targeting specific engagement activity to listen & learn both ways

The DCDG will deliver against its own programme of activity, which is reflected against MetDirection and the MPS Inclusion and Diversity Strategy 2017 – 2021 (‘STRIDE’). The DCDG will also absorb the responsibility of delivering the Mayors Action Plan.

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

The Audit Panel is invited to note the progression made by the MPS to drive positive D&I progression, supported by a strong strategic framework.

### **Recommendations**

The Audit Panel is recommended to:

1. Agree for the new MPS inclusion and diversity strategy 2021 (title tbc) to be presented at the Audit panel post publication, to provide reassurance as to governance and measurement of impact
2. Note the provision of the current STRIDE strategy 2017-2021, and should the Audit Panel have feedback, to please provide it to Commander Roper by the end of January 2021.



**Supporting Information**

N/A

**1. Equality and Diversity Impact**

This submission relates to the MPS diversity and inclusion activity, supported by a strong strategic framework. This list of activities included is not exhaustive, but to illustrate the range of action being undertaken.

**2. Financial Implications**

N/A

**3. Legal Implications**

N/A

**4. Risk Implications**

N/A

**5. Contact Details**

Catherine Roper

Commander: Crime Prevention, Inclusion and Engagement

**6. Appendices and Background Papers**

**Appendix 1** - MPS D&I Governance Chart

**Appendix 2** -STRIDE strategy 2017-2021

- Met Direction Executive Summary 2018 – 2025 – Official Sensitive
- The Metropolitan Police Business Plan 2020 – 2023

<https://www.met.police.uk/SysSiteAssets/media/downloads/force-content/met/about-us/met-business-plan-2020-23.pdf>

**Appendix 3** - HR Briefing Paper: 'Representative Workforce' - Official Sensitive



**METROPOLITAN  
POLICE**

**Deputy  
Commissioner (D/C)**

**Commissioner's  
External Advisory  
Group**

**MPS Inclusion, Diversity & Engagement  
Board**

Chair: Commissioner

**STRIDE Delivery Board**

Chair: AC Helen Ball

D/C Delivery Group  
– External Reference  
Panel

D/C Delivery Group  
– Internal Reference  
Panel

Head of Profession for  
Engagement & Inclusion  
  
Cmdr Catherine  
Roper

HR (D&I)  
Board  
  
Claire  
Davies

FLP  
  
Cmdr  
Alex  
Murray

DP  
  
Joanne  
Fendt

MO  
  
Cmdr  
Kyle  
Gordon

Prof  
  
DAC  
Matt  
Horne

SO  
  
DAC  
D'Orsi

SSA  
PSAEW  
PFEW +  
Tier 1  
Unions

Deputy  
Commissioners  
Delivery Group  
  
C/Supt  
Roy  
Smith

CPIE  
  
C/Supt  
Jeff  
Booth



# **Metropolitan Police Service**

## **Inclusion and Diversity Strategy**

2017 – 2021



# Foreword

## The Commissioner of Police of the Metropolis, Cressida Dick



Leading the Metropolitan Police and being the advocate of the people who work here is a great honour. We have got an incredible history and I feel proud to have been part of that – and never more so than now, as we look to the next few years and our organisation faces some of its greatest challenges. I believe that we can achieve so much as a team, not only by strengthening the role that our individuals play – our people are our greatest asset - but by recognising that working together is our greatest skill. ‘The job’ is like no other – it is founded in the trust we place in each other and the pride we take in serving the public.

I am proud to be the Met’s first female Commissioner. I know what it feels like to police this incredible global city and I fully support the Mayor’s vision of creating a police service that is the best we can be for London and one that keeps London one of the safest cities in the world.

We have come a long way in the last thirty years. When I first joined the role of women was very different to what it is today and women were not as involved in law enforcement, or public order policing. The proportion of Black and Minority Ethnic officers was in single figures and the role of police staff was more secretarial and administrative, rather than in supporting criminal investigations or intelligence analysis. We are not that organisation anymore – we have changed and we are held up as a world-leader in so many ways. The Met is the most diverse police service in the UK, with half of Britain’s ethnic minority officers working here. We have now reached the point where just under

30% of our officers and 57% of our staff are female and I am committed to continuing these trends, making the Met an organisation that not only reflects London in its diversity but welcomes in people from every background.

The way we look and behave internally impacts on the way we are perceived by Londoners. Confidence in policing remains steady – but there are not many institutions in public life where two thirds of people think a good job is being done – especially in the often difficult circumstances we are called to attend. Four out of five people we deal with as victims of crime are satisfied with the service we provide, showing that though we may read, see or hear negative stories about interactions with the police, in the large majority of cases we do get it right.

But I am not complacent. I want the Met to be better. I want a Met that we are all proud to work for, that we can promote to our friends and family, a service that strives to better itself through working and supporting one another. I want the Met to be more attractive as a place to work for people of all characteristics, by championing our differences, encouraging us to think freely, express ourselves and giving all of us a voice in our mission to make London the safest global city. This will help us break down barriers inside and outside our organisation, especially with younger people and Black communities.

This is our strategy for the next four years for doing just that, and I want to pay tribute to Chief Superintendent Victor Olisa who has put so much effort into pulling this together. The Mayor has set us some challenging objectives on inclusion and diversity – fulfilling them will benefit all of us and this strategy sets out how we can work to deliver a more inclusive service for us all and for London.

## Introduction

### The Journey So Far

Evidence shows that a culture that is inclusive, diverse and fair creates a work force that feels valued and is more efficient and productive. The business case for diversity seems intuitive. Teams of mixed gender, ethnicity, physical ability, age and sexual orientation are more representative of customers. They offer a variety of viewpoints and a wider range of experience, which improves decision-making and problem-solving. Most business leaders seem to agree with this assertion.

However, almost all the research on workplace diversity is unanimous on one thing: it can go wrong. Organisations without proper managerial or cultural understanding of diversity can end up with heightened conflict and reduced productivity.

As Deloitte's "Only skin deep?" 2011 report says<sup>1</sup>, "it is not enough to create a corporate version of Noah's Ark bringing in 'two of each kind'. . . There is a clear argument for actively managing diversity rather than assuming we will naturally derive the benefits"<sup>2</sup>. This is why creating an inclusive work environment is important for the Met to make the best use of the talents inherent in all the people working for the organisation.

London is the fastest growing and changing city in the UK. When we faced heavy criticism in the early 2000s following the Inquiry into the murder of Stephen Lawrence, at that time 3% of our officers were from a Black and Minority Ethnic background, 15% were female and our policies and processes were challenged as being unfair, outdated and discriminatory. We have moved on - over the past 17 years diversity and inclusion within the police service in general, and the Met in particular, has transformed.

Today, in the Met 13% of our officers are from a Black and Minority Ethnic (BME) background and we are recruiting at a rate that is far in excess of that – the Met is becoming more diverse and increasingly so. Half of all the UK's BME officers work for the Met. One in four of our officers and over half of our police staff are female. At the most senior levels in the organisation, four of our nine Management Board members are women and for the first time in history, a

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<sup>1</sup> [https://www.ced.org/pdf/Deloitte\\_-\\_Only\\_Skin\\_Deep.pdf](https://www.ced.org/pdf/Deloitte_-_Only_Skin_Deep.pdf)

<sup>2</sup> McKinsey & Company, 2016; Financial Times, 2013

woman is leading the Metropolitan Police. We will use the lessons we have learned in developing a more inclusive working environment for BME and female colleagues to do the same for all other protected characteristics.

Our latest staff survey provides additional context to where we currently are: over half of our people (53%) feel they are treated with fairness and respect; 62% think the Met respects individual differences and three out of five are proud to work here. But only a quarter of respondents would recommend the Met as a great place to work – suggesting that while we have improved on some aspects of our internal processes, there is still more to do.

In line with the Equality and Human Rights Commission recommendations, following the Employment Tribunal ruling in the case of Carol Howard, we have also completed a fundamental review of our internal complaints processes to ensure they are fair, easy to follow and supportive.

Over time our organisation has worked hard to tackle crimes that affect minority communities disproportionately and in turn damage the sense of equality and belonging needed for social integration, from hate crime to gang crime and offences of violence against the person. The Mayor's Police and Crime Plan (PCP) rightly commits us to improve further in our response to these crimes. Of late we have seen a rise in hate crime, violence against women and girls and child abuse. We have reviewed and updated our policies, rolled out new training and are continually monitoring performance in these areas.

We have also reviewed and amended our stop and search practices to increase the effectiveness of them and this has been supported by community groups. Compared with 2012, we have doubled the arrest rate to 20% - the best of any major police service in England & Wales.

But there is much more to do and this strategy sets out our commitments around areas of improvement: from recruitment, promotion and retention processes to developing a better internal fairness and complaint system; further support for victims, particularly vulnerable victims, of hate crime, violence against women and girls and keeping children and young people safe and reducing the inequalities in satisfaction and public perceptions – all in line with the Mayor's Policing and Crime Plan.

## How this Strategy is structured

The Met's Inclusion strategy has three key objectives and seven guiding priorities. Our objectives are to:

1. Make the Met more reflective of the city we serve
2. Develop our culture, behaviour and internal processes
3. Reduce inequalities in our interactions with Londoners

For the priorities, we want to:

1. Continue improvement in the recruitment of a more representative Met workforce
2. Further improve progression, development and retention of officers from underrepresented groups
3. Improve the levels of fairness and respect in the way that Met workforce feel they are treated by colleagues
4. Reduce the level of inequalities in satisfaction and confidence.
5. Increase victim satisfaction for all victims, with particular focus on all hate crimes
6. Improve our response to public complaints to reduce the gap in satisfaction between complainants from BME and non-BME backgrounds.
7. Work with academics, industry, private and public sector experts to develop a stronger understanding of the effect and impact of Race on public's confidence on the Met and implement bespoke research initiatives to improve the public's negative perception and deliver and equitable service to Black and Minority Ethnic communities.

Many of the priorities we are committing to in this strategy are directly cross referenced from other strategies, such as the Met's People Strategy and the Met's Business Plan. These are already in place, with action plans and finance and resources dedicated to delivering the outcomes signposted within them. In this strategy, you will see references to these strategies so that we are clear about where commitments are new and where they are being delivered and monitored through another part of the Met.



# 1 Make the Met an organisation that reflects the city we serve

## The Challenge

London is the most diverse city in the UK. 40% of London’s residents are from a BME background, with three million residents of London (37%) having been born outside the UK. It is the youngest, most highly educated, and most expensive (to live) part of the UK and anyone who visits the city will notice its diversity. In a 2015 Office for National Statistics survey, 2.6% of London respondents identified themselves as being lesbian, gay or bisexual – higher than the 1.7% average across England & Wales<sup>3</sup> and 11% consider themselves to be disabled. The challenge for us as an organisation is to be more reflective of the variety of people who live and work here, which will be broader than the recognised protected characteristics under the Equality Act and would include such matters as income and class.

Table 1: Comparing the Met with London

|          | London Population (2016) | MPS Officers | MPS Staff |
|----------|--------------------------|--------------|-----------|
| White    | 57.4                     | 86.7         | 75        |
| BME      | 42.6                     | 13.3         | 25        |
| Male     | 49.7                     | 73.9         | 44.1      |
| Female   | 50.3                     | 26.1         | 55.9      |
| Disabled | 11                       |              |           |
| LGBT     | 3                        |              |           |

By 2020 it is estimated that London will be a city of nine million people and even more diverse in its makeup. As an organisation we will need to:

- Remain focused on employing, retaining and developing a representative workforce that is working in an inclusive and supportive environment. To better understand the level of diversity of our workforce we will work to improve the level of self-declaration of protected characteristics (lack of this information is the reason for the gaps in Table 1);
- Continue to improve the engagement and dialogue with London’s diverse communities and our colleagues;

3

<https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2015>

- Continue to respond effectively to the changing needs of the public.

### **What we have done so far?**

We have:

- **Recruited more Londoners to work for the Met.** We introduced the London Residency Criteria in 2014, whereby all Police Constable applicants are required to have lived in London for three of the last six years. This has also helped increase BME recruitment to 27% in the financial year 2015/16.
- **Broadened the range of language and cultural expertise in our officers and staff.** In July 2015 the Met ran a recruitment campaign that focused on recruiting officers who could proficiently speak one or more of 20 spoken languages in London. This resulted in 5,000 applications to join the Met and has increased the diversity of languages spoken in the organisation.
- **Made our leadership more diverse.** In 2014, Government legislation enabled entrants to join the police service directly at senior ranks. This move supported the national policing vision in helping to bring exceptional leaders into the police service to make an immediate impact on culture, efficiency and effectiveness. The Met has been the strongest advocate of this scheme. Ten candidates have been selected for the direct entry superintendent scheme over the last two years, of whom 30% are BME and 60% are female. We do not make it mandatory for our workforce to self-declare about impairments or whether they are LGBT, so we do not realistically know if these aspects of diversity has increased under this programme. What it has done is draw in external experience, with candidates from various fields like the armed services and private sector, bringing with them knowledge and experiences that can help change and shape the Met from within.
- We have also delivered significant changes to our internal promotion processes, removing disproportionality in promotion outcomes for BME applicants.



## What will we do next?

|                 |   |
|-----------------|---|
| PEOPLE STRATEGY | We will introduce and monitor, with the support of the College of Policing, a new police recruit assessment process, to select future officers with unique skills for policing London. New approaches will be trialled, from situational judgement testing to personality testing. Evidence from the College of Policing suggests this may improve the quality of our applicants and future recruits. This new system will put ethics and values at the centre of the selection process and help make our Service more inclusive for all Londoners. |
|                 | We will provide a framework to enable all of the Met's Boroughs to become recruitment advocates for the Met for all roles - ranging from constables, to MSC, to volunteers and police cadets. Boroughs are uniquely placed to reach into their local communities to promote a career or other work with the Met.  |
|                 | We will develop the Voluntary Cadet scheme to have a structured and systematic way to learn from our Cadets; we will create a repository of positive learning from dialogues with Cadets to improve police/youth engagement.  |
| PEOPLE STRATEGY | We will continue to develop multiple entry points, such as re-entry at senior management levels into policing to contribute towards greater diversity in leadership roles.  |
| PEOPLE STRATEGY | We will create new specialist entry pathways for constables to encourage more people to enter policing who would not have previously considered a career in policing. For example, recruiting directly into the Criminal Investigation Department from outside the Met.   |
|                 | We will work with academic institutions to develop a route for recruiting graduates in policing studies through the Special Constabulary Scheme.  |
|                 | We will work to change our policy such that we will interview all candidates with a disability who meet the criteria for employment.  |
|                 | Working with our staff support associations we will ensure there is good awareness of MPS careers across all London communities, and we will supplement this where practicable with additional professional recruitment advertising   |
|                 | We will use the opportunities of the new Detective Career Pathway as part of our strategy to recruit a more diverse workforce   |
|                 | We will use the opportunities of the new Police Education Qualifications Framework as part of our strategy to recruit a more diverse workforce  |

## How will we know we have succeeded?

- Whichever recruitment pathway, we continue to **recruit candidates**

**from a diverse background that extends beyond ethnicity and gender to all protected characteristics.**

- From languages to life skills, the Met will continue to employ practices that help continue to increase the diversity of our workforce and **increase the level of trust and confidence in the Met internally, and by the public.**
- **We improve victim satisfaction amongst all communities, in particular young victims and victims from the BME, disabled and LGBT communities.**
- The way we respond to situations will have knock-on effects to how we are perceived by the public. By carrying out the activities outlined in this section, we aim to see **a reduction in public complaints, a continued success of engagement with community groups, an increase in public reporting of crime and fewer internal grievances.**

## 2 Change our culture, behaviour and internal processes

### The Challenge

The people who work for the Met know London. Either as residents or regular commuters to the city, their work contributes to the success story that is the growing capital. Reflecting on this, and the pride our staff feel in working for the Met, this section considers what we can do as an organisation to ensure we retain and motivate our officers and staff to flourish as part of the Met.

We know from our latest Staff Survey that many people feel positive about their colleagues, teams and managers and are proud of their organisation – we need to make sure we maintain the sense that police officers and staff work here because they want to make a difference and serve the public. The figures across the Met often disguise the specific differences experienced by some people who work here. For example:

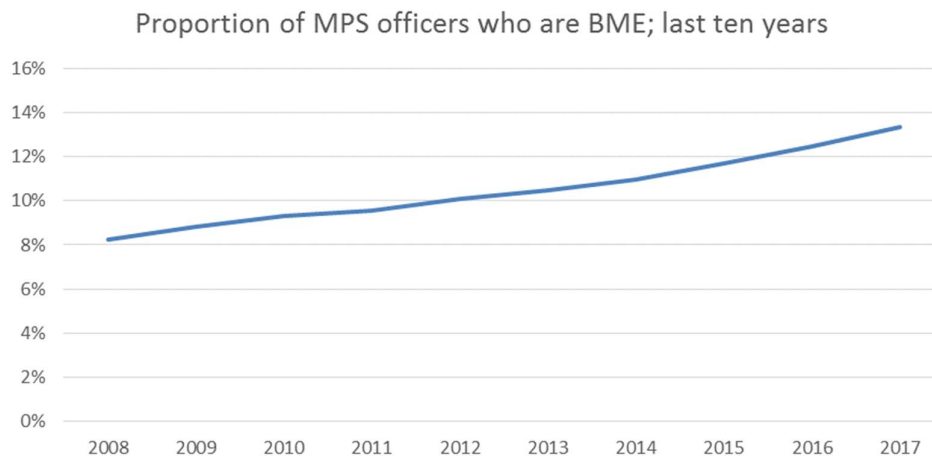
- Younger respondents responded more positively on 'pride' in working for the Met than older respondents (84% of 20-24 year olds agreed compared to 55% of 40-44 year olds). This trend continues for other responses: strong sense of belonging (64% vs 39%); respecting individual differences (77% vs 59%) and being treated with fairness and respect (67% vs 50%).
- 93% of those under one year service but more than 6 months agreed they were proud to work for the Met. This dropped to 54% amongst those who had worked for the Met between 10-15 years. Those with longer service were less likely to agree that they were treated with fairness and respect (49%), had a strong sense of belonging (37%) and that poor performance and inappropriate behaviour are dealt with effectively in my team (37%) compared to those who had worked for the Met for one year but more than 6 months (81%; 76%; 59%).
- Disabled respondents appear to feel less favourably treated than non-disabled. Over half (53%) of disabled respondents said they were proud to work for the Met – below the average (60%). Half (49%) of disabled respondents felt the Met respects individual differences compared to the non-disabled respondents (66%) and only 41% of disabled respondents felt they were treated with fairness and respect compared to 57% of their non-disabled colleagues.

Some areas can and should be improved for all officers and staff. This objective aims to support the actions we are taking internally to tackle issues like:

- Only 25% of employees would recommend the Met as a great place to work
- 53% feel they are treated with fairness and respect
- 62% think the Met respects individual differences

Changing the mix of the Met workforce has been an ongoing challenge as careers can span over long periods of time. However, we have made good progress (see Chart 2) and many of the issues we face in this objective are internal to us and are the result of our processes, procedures and our cultures – they are some things that we have the power to change.

Chart 2: Long term trend in BME officers in the Met



### What we have done so far?

Our corporate policies are systematically reviewed to ensure all our procedures are evidence based, fully consulted on and are fit for purpose for our officers and staff. To comply with the Equality Act 2010 we complete an Equality Impact Assessment (EIA) to capture whether our practices will have a positive and/or negative impact on specific communities. Through the EIA, the Met commits to removing or reducing negative impacts by placing any mitigating actions to reduce or prevent any negative impact, where possible.

We have also:

- **Supported our people in career development.** We have run promotion processes at every rank in the last two years and in the majority of cases have seen increase in the number of under-represented groups promoted in proportion to the numbers in the feeder ranks and in some cases we have gone beyond that. However, as the number of BME officers in particular in our management ranks are low, this inevitably impacts on the speed of progress. As an example, whilst proportionate in process terms, in 2016 there were only two BME officers promoted at superintending ranks. We've launched an online resource that will help BME and female officers with their career development to senior ranks and specialist units. The Career Development Service provides tools, information, mentoring and careers advice to such officers;
- **Invested in our future leaders.** We will start to deliver the Leading for London leadership programme from this autumn. The programme will be offered to managers at and above Sergeant and police staff Band D equivalent. It will provide extensive development aimed at creating an even more inclusive working environment. It also provides bespoke 1-2-1 with a development mentor;
- **Focused on discrimination and grievances.** We have fundamentally changed the way we deal with internal grievances, and have held discussions with the Commissioner's Senior Leaders Group on misconduct and discrimination, followed by a number of workshops with Team Leaders from across the Met to help build a grievance process that works for all and tackles poor behaviour effectively;
- **Learned from people who leave.** Not only do we gain organisational learning from our staff survey, we also use feedback from exit interviews of people leaving the Met to understand what more we could do to retain people. Of late, BME resignations have been around the same rate as non-BME and have been just 0.1% higher than the overall rate for the last two years running - 2% and 1.9% as opposed to 1.9% and 1.8% respectively. We will continue to focus on understanding why people leave and what more we can do to learn from it.





## What will we do next?

|   |   |
|---|---|
|   | We will ensure our managers respond to the feedback from our staff survey and make changes, where possible, that matter to demonstrate that we listen and act accordingly.  |
| PEOPLE STRATEGY                                     | We will strengthen our oversight of the complaints and misconduct process. This will work to embed the fundamental changes we have made to how the misconduct processes work having reformed the Fairness At Work framework, making better use of local resolution, mediation and different approach to FAW recommendations and providing more protection for those who raise discrimination complaints.<br><br>This is in line with the Equality and Human Rights Commission's recommendations to ensure officers and staff feel able to come forward and report concerns and are treated with fairness and respect. |
|   | We will develop effective processes, including delivering training in grievance resolution that ensures all leaders respect and embrace difference and tackle discrimination in all its forms.  |
|   | We will embed measures of inclusion in our performance framework and scrutinise and discuss them as routinely as we do crime performance data.  |
|   | We will remove the real or perceived blockers for officers from unrepresentative groups securing postings in Specialist Units e.g. carrying out pre-application vetting where necessary.  |
| PEOPLE STRATEGY                                     | Using our Leading for London programme, we will develop leaders who are clear on their responsibilities for delivering inclusivity and are held to account for their diversity and inclusion efforts. We'll make it clear to all our people that promoting equality and inclusivity is a significant part of Leadership roles.  |
|   | We will ensure our managers respond to the feedback from the internal staff survey and make changes that matter.  |
| PEOPLE STRATEGY                                     | Through the Leading for London programme, we will develop leaders to have greater self-awareness to understand how personal style and assumptions work with others. Our leaders will be open minded, recognise their own limitations, be open to feedback and through this empower individuals with the confidence to make decisions and feel supported and comfortable in offering their opinions.   |
| DIGITAL POLICING STRATEGY / ONE MET MODEL BLUEPRINT | We will invest in technology to give us the ability to move towards a more agile and smarter working style. This will support those who benefit from flexible working such as carers or parents.  |
| PEOPLE STRATEGY                                     | We will identify how new digital working practices can be used to improve flexible working practices, and new ways of working. We'll also place responsibility for managers to be open to conversations about flexible working requests and finding suitable solutions.   |



|                 |  |
|-----------------|--|
| PEOPLE STRATEGY | We will put in place processes that will help develop a more inclusive Met culture, tackle discrimination issues, improve working practices and make improvements by passing on best practice. The Staff Support Associations and Unions will have a central role in making such changes.<br>Staff Support Associations will be expected to work closely together to address and tackle discrimination on different interrelated levels. For example, the Association of Muslim Police working with the LGBT Association to tackle Islamophobia within the LGBT community and tackle homophobia within the Muslim community. |
| PEOPLE STRATEGY | We will focus on empowering our people to ensure they feel ready and supported in making key decisions. This will involve amongst other things better management of people using their skills and experience and offering training opportunities, where possible.  |
|                 | Building on the learning, skills and tools provided through the Leading for London programme, we will develop a practical supporting action plan to enable senior leaders to embed fully the ambitions to build an inclusive work environment.   |
| PEOPLE STRATEGY | We will co-ordinate and enhance all our Wellbeing activities being carried out across the Met and we will work collaboratively with public, private sector and charitable organisations.   |

### How will we know we have succeeded?

- Our leaders will be clear on their responsibilities on inclusion and will be held to account for their performance
- We are an organisation where leaders actively support and **encourage under-represented people to apply for roles**
- **Colleagues do not have to modify their natural behaviour to ‘fit’ in to the culture** of the work place, (unless their behaviour is unacceptable).
- We **increase the percentage of BME and female promotions** across all ranks and grades.
- There is **better representation** across all protected characteristics at all ranks and in all specialist roles.
- We will have **retained the skills and capabilities** of our female workforce following short term breaks in service, ensuring that they have greater flexibility and support to continue their career
- We will have workforce plans that forecast on **capabilities not just numbers** ensuring that we take a longer term view on the specialist skills that we need to attract, develop & retain.
- In addition to the performance measures that will be used to measure progress in Inclusion and Diversity the Met will achieve one national and one international recognised and respected accreditation for its Inclusion and Diversity results and outcomes
- We will continue to feel comfortable to share and celebrate different cultural events
- We will focus in particular in supporting officers and staff from under-

represented groups when they join the Met, to ensure they can be successful

- We will aim to achieve a reduction in the number of Grievance Management (FaW) procedures initiated.

# 3 Remove inequality from our service to the people of London

## The Challenge

Our officers and staff have millions of interactions with the people who live, work and visit London every year. Overall, satisfaction and confidence are high (79% and 72%), but our data shows there are consistent gaps in the outcome of those interactions, whether it be victim satisfaction, stop and search, complaints or as suspects and offenders in the criminal justice system. These inequalities in service delivery are addressed in the Mayor's Police & Crime Plan.

## What have we done so far?

**Delivered an outstanding service:** public confidence and satisfaction is important in measuring how well we are doing and how much the public trust us. We have worked hard to improve both the confidence the public have in their police and how happy they are when they come into contact with us - usually as victims of crime. Since the beginning of 2012 confidence in police has risen from 64% to 72% according to MOPAC's Public Attitudes Survey (PAS). Victim satisfaction has also improved from 74% to 79% (this dropped slightly from a long plateau at 80% in Q2 of 16/17). The average for our 'Most Similar Force' group of police services is 80%.

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*"I hadn't had to ask any questions, all questions have been answered. I get emails saying when there are updates. I've been offered victim support. The officers...are very informative. They made it very simple every step of the way, even when giving the statement, as I have not dealt with the police before."*

*– Victim of racially motivated crime, Hillingdon, reported in September 2016*

But confidence for BME respondents is about 8% lower than for white respondents. Satisfaction is 4.5% lower than for white respondents. For Asian respondents confidence is about 3% lower. There is clearly more we can do to improve our service delivery.

**Continued to address hate crime:** In 2016 the Met saw an increase in hate crime<sup>4</sup>. Fortunately, we are seeing this number reduce; however, we know hate

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<sup>4</sup> The total number of hate crime incidents rolling total to 4<sup>th</sup> April 2017 was 166,161. A 2% variation from 4<sup>th</sup> April 2016. Most hate crimes reported are racist hate crimes. Domestic abuse is included in the Hate Crime definition and the number of DA victims has risen from 15,914 in April 2016 to 16,218 in March 2017.

crime victims suffer on a daily basis and most of the time do not report their abuse as they 'normalise' this in to their day to day life. This is unacceptable and the Met will do whatever it can, with its partners, to reduce the level of offending and increase the level of detection, of hate crime across London.

We believe the number of hate crimes reported is just an indication rather than a true reflection of the extent of these crimes across London. Therefore, we want to ensure all victims have the confidence to report incidents and crimes, which could lead to increased numbers. We will continue to provide support and assistance to victims, where necessary and possible. We know from our data that satisfaction of the police response to hate crime is lower in comparison

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*"It was great. Sometimes you hear the negativity about police not wanting to deal with certain things but the way they dealt with the situation made me change the way I see the police."*  
- Victim of a racially motivated crime in Merton, October 2016

to other crimes (71.7% compared to 81.6% of burglary victims). We also know that those who report disability related hate crime have lower satisfaction rates (59.9%) compared to those who do not have a disability (73.9%). We will take action to improve our delivery for such victims.

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In order to more accurately record hate crimes and deliver the best service to victims of hate crime, we will improve our compliance regarding flagging on our IT systems. Policy guidelines and training will also be re-visited.

**Focused more on complaints:** overall we have seen complaint cases reduce by 7% since 2010/11 (7,425 in 2010/11 to 5,836 in 2016/17) and in particular, a reduction in complaints relating to 'lack of fairness and impartiality', 'discriminatory behaviour' and 'oppressive conduct / harassment'. We are aware of officers and staff who have cases against them for being homophobic or being discriminatory due to the individual's disability. We will not tolerate this and where possible, we will work to improve professionalism and integrity and root out officers and staff who hold and act on such prejudiced and discriminatory beliefs.

**Improved engagement:** The Met has several programmes of work in place to help improve our engagement with various different BME communities, particularly the young:



- **Volunteer Police Cadets (VPC):** we have around 5,000 cadets and are expanding our VPC scheme. It's one of the most diverse parts of the organisation, at 50% BME.
- **Community Engagement:** there is regular work with Voluntary, Charities and Non-Governmental Organisations to reach out to communities where they live and work, to understand their needs, and adjust our policing activity accordingly:
  - Leadership programmes have started with Bangladeshi community groups and capability building implemented with Muslim community groups.
  - We have simplified the ride-along policy to allow people to take a glimpse into London policing.
  - Initiatives such as 'coffee with cops' in local neighbourhoods and visits to local groups including BME groups and places of worship aim to make us more approachable and accessible.
- **Youth Engagement:** borough led diversion schemes use of sport to engage with young people and we recently held a "Girls Allowed" event to speak to young females from a variety of backgrounds.
- **Independent Advisory Groups:** we have a number of well-established Independent Advisory Groups at corporate and Borough levels that have provided invaluable advice to the Met in dealing with some of the most challenging critical incidents in London. We shall work with them to expand their membership and ensure colleagues make consistent and continuous use of their time, knowledge, skills and advice to help the Met deliver this strategy.
- **Staff Support Associations:** we have a number of staff support associations that challenge colleagues at all levels in the Met when they are aware of decisions, actions and behaviours that not fair or equitable. Effective Associations are valuable to creating and maintaining an inclusive working environment and helping the Met to deliver the best policing services to all the communities in London. We shall work with the Associations to ensure their impact can be as effective as possible; and we will support and develop members of the Associations so that they have the knowledge and skills, which combined with their

enthusiasm and experience, to help the Met deliver the objectives and priorities in this strategy.

**Changed the way we stop and search.** We have already made progress in changing the way we stop and search Londoners.

We will ensure that our use of stop and search will contribute towards making London the safest capital city. We will remain the best performing metropolitan police service in the country. We will continue to increase public confidence in its use by building stronger, trusting relationships with all communities. It will be used to combat both local issues that blight communities and those serious crimes that cause Londoners the most harm.

**Partnership working:** it is a fact that alone the Met cannot tackle crime. We need the support of our partners. We have proven this in our strong commitment to Multi-Agency Public Protection Arrangements and forms of offender management. These lessons can be expanded and applied to other vulnerable people such as victims of hate crime. By working with partners from sharing knowledge and experience to information and resources, we can jointly deal with local issues and crimes that matter most to Londoners.

**What are we planning to do?**

The MPS is making, along with MOPAC, a series of commitments to improve inclusion and diversity. In terms of our reducing the inequalities in our interactions with the people of London, we will:

|                   |  |
|-------------------|--|
|                   | Improve our flagging procedures and supervision and thoroughly review training and policies. This will enable the Met to maintain accurate records and provide the victim with all the support they need.  |
| MET BUSINESS PLAN | Commit to a school engagement programme, including, over the next four years, increasing the deployment of schools officers to 600. This will enable us to work closely with young people, especially in areas of London where youth violence is an issue. |
|                   | Reduce the level of complaints about incivility year on year through proactive preventative work by our Department of Professional Standards   |
|                   | Focus on improving the satisfaction of service received by victims of hate crime by increasing the level of the lowest scoring satisfaction level by 5% each year whilst maintaining, at least, the highest satisfaction level                             |
|                   | Close the gaps in victim satisfaction by ensuring we understand the reasons why BME and disabled victims of crime feel less satisfied and addressing them.   |
| MET BUSINESS PLAN | Improve confidence in local policing and improve the other measures of public confidence outlined in the Mayor's Police & Crime Plan.  |

|  |   |
|--|---|
|  | Continue to learn from partnership working from sharing knowledge and experience to information and resources to help tackle local issues and crimes that matter to Londoners.        |
|  | Provide development programmes for all Staff Support Associations that will help them provide the appropriate support for colleagues and the Met as an organisation                   |
|  | Develop a comprehensive communications programme to increase the awareness of colleagues of the work that the Met is doing in response to Employment Tribunal findings                |
|  | Commission and implement recommendations from bespoke academic/operational research looking at the impact of Race on public confidence in the effectiveness and efficiency of the Met |
|  | Continue to improve our understanding of the causes of disproportionality, whilst at the same time developing solutions and measures of success in our use of stop and search.        |

### How will we know we have succeeded?

- The gap in confidence levels between young people and the rest of the population, with regard to local police doing a good job, should decrease. Overall, we are aiming to increase both confidence and satisfaction, whilst reducing the gap between different communities.
- Hate crime victims will be more satisfied with the service provided by the Met than the current level 72% for non-Disability and 57% for Disability Hate Crime.
- Our use of stop and search will be fair, respectful and transparent and we will seek and act on the views of Londoners.
- We will be using evidenced-based approaches, continuing to deliver innovative stop and search training and using the latest technology to improve officer confidence in using the tactic more effectively to catch criminals.
- There is a reduction in complaints to the Met about the incivility of our officers and staff, verified by the Met's Corporate Independent Advisory Groups



## How will we be held to account for this strategy?

Many of the commitments in this strategy are new – where we are setting out new activities to drive forward the inclusion and diversity agenda within the Met. Others feature in pre-existing strategies like the Met People Strategy. In terms of accountability, there are a number of ways we are planning to ensure the commitments are on track and are given the appropriate level of resourcing to deliver the overall outcomes.

### *Monitoring the Met's Inclusion & Diversity progress*

The joint MPS-MOPAC Oversight Board will monitor our progress every three months and we will include the measure outlined above as part of a performance framework.

We will update the Audit Panel's quarterly meetings through the actions in MOPAC's Directorate of Audit, Risk and Assurance review of Diversity and Inclusion in the Met.

### *Monitoring existing commitments from other strategies*

We will defer to the appropriate board to monitor these commitments. So for example, where we have referenced a commitment made in the People Strategy it will be the People Board, chaired by the Deputy Commissioner that monitors progress and has the authority to direct resources accordingly. The commitment will feature in the Performance Framework for this strategy.

### *Monitoring new commitments in this strategy*

Every three months the STR.I.D.E Board, chaired by the Commissioner, will ensure activities are being carried out effectively and efficiently to meet the objectives and priorities of the strategy. Where additional resources or action is required, the chair will use the most appropriate governance route to transact it. STR.I.D.E Board is an internal meeting that will be advised and supported by recognised external subject matter experts.

## **The future of STRIDE Board**

Board members have expressed the view that the Board as it is currently structured is too large. There will be discussion to reduce the size of the Board, but retain external subject matter expertise. The decision on the size and terms of reference for the Board will be made by the members.

STR.I.D.E Board has the following three main aims:

**Assure** - direct, guide and support the work contained in the work plan to meet the objectives and priorities, and ensure ownership of the



strategy at all levels in the Met.

**Motivate** - analyse performance information and results from work being and ensure consistency of effort at all levels in the Met.

**Innovate** - introduce a show and tell platform to build and progress ideas, and reward all those doing innovative work.

The Met's Strategic Inclusion & Diversity Unit, supported by students from academic institutions affiliated to the Met, will monitor and evaluate results we are achieving and report on how we are doing.

They will:

- Monitor and evaluate all action plans to ensure they will deliver our agreed aims and objectives
- Analyse all known good practice and share and disseminate better ways of working to support progress on the strategic objectives and priorities
- Arrange and publish Met Inclusion and Diversity performance measures quarterly (which will be presented to the STR.I.D.E Board)

### **What happens next?**

This Strategy explains our ambition for a more inclusive and diverse organisation. We have highlighted some of the challenges we are likely to face and outlined some actions that will take us to where we need to be by 2021. These actions are explained in more detail in the Delivery Plan that supports this strategy.

We will manage the three objectives and progress them working in different ways that best meet the needs of individuals and teams. We will support our talented workforce, actively work with the public we serve, encourage problem-solving and continue to share best practice.

Our ambition is to be a police service that wins the trust and pride of every Londoner. The activities highlighted throughout this strategy provide starting points to improve our efficiency, effectiveness and productivity.

We genuinely encourage the support and help of every colleague to make a personal commitment to achieve the vision and objectives of this strategy. Only by working together as 'One Met' will we make the strides needed towards achieving our vision.

Further information:

Please contact the Strategic Inclusion and Diversity Unit if you want to be actively involved in the work to realise the strategy or more broadly the Delivery Plan or if you have any questions or comments about the information provided.

## Glossary of terms

|                    |  |
|--------------------|--|
| BPA                | Black Police Association: One of a number of voluntary staff support groups that also act as advisers on matters of national or cultural concerns  |
| BME                | Black and Minority Ethnic: A term that is used to describe the collective group of visible ethnic minorities   |
| EA 2010            | Equality Act 2010: The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society. It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations |
| EIA                | Equality Impact Assessment: The process of gathering equality information and undertaking an analyses of that information using a structured and transparent approach.   |
| IAG                | Independent Advisory Group: A group of people that can provide advice and guidance to the police to help prevent critical incidents escalating and provide a sounding board for the police to understand the potential impact on communities of police practice and operations   |
| Inclusion          | It means respect for and appreciation of differences in ethnicity, gender, age, national origin, disability, sexual orientation, education, and religion. But it's more than this. We all bring with us <b>diverse</b> perspectives, work experiences, life styles and cultures  |
| Leading for London | A comprehensive programme designed to equip our workforce with essential leadership skills   |
| LGBT               | Lesbian Gay Bisexual Transgender: is an initialism that stands for   |

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|                           | lesbian, gay, bisexual, and transgender. In use since the 1990s.   |
| London Residency Criteria | A criteria that is used in the recruitment of new police officers that required them to have lived in London for three of the last six years.  |
| Management Board          | The governance board within the Met comprising the most senior Police Officers and Professional Staff  |
| Met                       | An abbreviation of the Metropolitan Police Service   |
| Met Business Plan         | The business plan that sets out the Met will invest its budget of nearly £3.3 billion, and how it will deploy officers and staff to make every community safer, London safer, and create a transformed modern efficient service. |
| Met People Strategy       | The strategy describes Management Board's people priorities for 2017-20. It explains what the Met are going to do with and for their people to enable the successful delivery of the Met vision and objectives.                  |
| Met Self-declaration      | A programme of work to understand how to encourage a greater number of the workforce to self-declare protected characteristics   |
| MOPAC                     | Mayor's Office for Policing and Crime: The strategic oversight body tasked with devising the Police and Crime plan and ensuring its delivery   |
| MPS                       | Metropolitan Police Service: The Police Service for Greater Metropolitan area of London encompassing the 32 London Boroughs, excluding the City of London  |
| ONS                       | Office for National Statistics: The Office for National Statistics is the UK's largest independent producer of official statistics and the recognised national statistical institute of the UK                                   |
| OMM                       | One Met Model: Our transformation programme that will change how we  |

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|                           | operate, establish new ways of engaging with communities and move more services online   |
| OCU                       | Operational Command Unit: An unit with operational responsibility for a geographical area or specialist group  |
| PCP                       | Policing and Crime Plan: A plan by the Mayor of London of how the Metropolitan Police Service will keep London safe with the resources it has  |
| Protected Characteristics | Those groups or characteristics protected under the EA 2010  |
| PAS                       | Public Attitude Survey: A survey of public attitudes towards the ethical standards and conduct of those in public life.  |
| Senior Leaders Group      | The top 180 most senior leaders in the Met   |
| SSA                       | Staff Support Associations: A number of voluntary staff support groups that also act as advisers on matters of national or cultural issues in helping to create a fair and respectful working environment        |
| Stop and Search           | Stop and Search is a policing tactic used by police officers to stop and search members of the public who are suspected to be carrying stolen or prohibited articles or offensive weapons.                       |
| STR.I.D.E                 | Strategic Inclusion Diversity and Equality: the overall framework addressing all I.D.E matters in the Met, more commonly referred to as STRI.D.E Board the governance and development body for all I.D.E matters |
| The Job                   | A term used as reference to Police Service employment  |
| VSS                       | Victim Satisfaction Survey: It is a requirement for the Home Office for police forces to conduct victim satisfaction surveys with specified groups and return data on a quarterly basis.                         |

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| VPC | Volunteer Police Cadets: The Volunteer Police Cadets offer a safe and friendly environment for young people to develop into good citizens. |
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