

MPS-MOPAC JOINT AUDIT PANEL

4th October 2021

Update: STRIDE 2021 – 2025 and governance process
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. This request was broadened through a letter sent to AC Ball, which made a further request information.

At the last Audit panel, a further paper was submitted and a personal presentation given by AC Ball.

The Audit Panel have made two further follow up requests:

1. A copy of the revised STRIDE 2021 – 2025 strategy with supporting Commitments and Action Plan.
2. An explanation of the management of interdependencies relating to the STRIDE Action Plan between the various Governance Boards

Key Considerations for the Panel

To note the revised STRIDE 2021 – 2025, with supporting Commitments and Action Plan

To note the mutually supportive Governance Boards, and CPIE performance management of STRIDE 2021 – 2025.

The MPS Inclusion, Diversity and Engagement Strategy: 'STRIDE25':**Background**

As previously outlined, the consultation for the next MPS STRIDE strategy commenced in September 2020.

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.

Consultation continued until the very last moment, and on the 1st September, the Strategy and Action Plan was submitted for print. These documents have been provided with this briefing note. The formal strategy launch date is the 27th September during National Inclusion Week with a live virtual event featuring The Commissioner and other senior leaders from across the MPS. The Audit Panel is included in the invitee list. ,

Informed by the Audit Panel feedback, page 27 of the strategy features the relevant Governance Boards that will mutually support the delivery of the STRIDE Action Plan. The Commander, Head of Profession for Crime Prevention, Inclusion and Engagement also holds an overarching governance and audit function to ensure delivery of the STRIDE Action Plan, and also regular public updates.



**The Met's Strategy
for Inclusion, Diversity
and Engagement
(STRIDE)
2021-2025**

Protection, Engagement, Equality, Learning

Reflections and look forward in 2021

2021 reflections and look forward by the Commissioner

The Metropolitan Police Service is shaped by both its people and the public of London. Our officers, staff and volunteers are not only part of the diverse communities we protect - they also represent a myriad of unique internal communities with specific inclusion, diversity and equality strengths and needs.

I am proud of the progress the Met has made to be inclusive, diverse and ensure equality. I see the amount of attention and time we commit to this:

- Our improvements in recruiting a workforce that is representative of London;
- Our work to be an organisation where everyone is both encouraged to be, and celebrated for bringing their 'whole self' to work;
- How we are not only listening more to our internal and external communities but acting on that learning - involving them in our training, opening up the Met so Londoners can ask questions, challenge and engage with us about the tactics we use and why;
- Our focus to not only protect Londoners from, but better respond to crimes that disproportionately impact on some of our communities;
- How we have been working collectively with the public to keep London safe, whether that is the increase we have seen in volunteering with us, the time community members are giving to help us problem solve, or the involvement of people helping engage their communities to take action - to take a stand against violence with us.

Despite our passion, this drive to improve, no one should be in any doubt that our pace must accelerate. This strategy will help us deliver that.

It will help us because we have not only looked back and learnt from our past but have also been listening closely to Londoners and our staff, incorporating their challenges to us into this work.

Any effective strategy is shaped not just by our history and our ambitions but also the context it is developed under. Events that have occurred as we developed our Strategy for Inclusion, Diversity and Engagement (STRIDE) have very much been in the forefront of our discussions and contributed to driving our work to continuously improve. These include:

- The violent murder of George Floyd in America and the outpouring of concern and disgust that brought so starkly into focus the voices and experiences of Black people;

- Horrific events such as the murders of sisters Bibaa Henry and Nicole Smallman, and the murder by a serving Met police officer of Sarah Everard, which all made us question what more can be done to keep women safe;
- The everyday racism that culminated in such awful and unacceptable abuse of England's players during the Euro 2020 football tournament;
- The disparities experienced during the COVID pandemic by some ethnic groups, the elderly, those who were vulnerable and shielding;
- Our shared concerns with our communities that, whilst we continue to succeed in reducing violence overall, too many young people are being fatally stabbed;
- The upcoming inquests into the four young men - Anthony Walgate, Gabriel Kovari, Daniel Whitworth and Jack Taylor - murdered by serial drug rapist Stephen Port.

These events shocked us, as they did our communities. They further strengthen our resolve and ambition. We are determined to do all we can to help ensure nine million Londoners, millions of commuters and visitors alike all feel, and are, equally safe. We will ensure our people can flourish to their full potential, and that we are an ethical and fair organisation attracting Londoners in all their diversity to work with us, volunteer with us, and want to join and have a career with us. We will work hard to earn the trust of the public and our colleagues so, whatever their background, they have confidence we are there for them.

With its sixteen commitments and accompanying action plan, we will achieve these ambitions through this strategy. I and my senior leaders will meet regularly to review our progress and ensure significant energy is being put into making that progress.

We will continue to personally champion inclusion, diversity and engagement. We will ensure that this is not a document that just sits on a shelf. Our ambitions and commitments detailed in STRIDE will live in everything we do, on top of our delivery of the actions we have set out. We will renew our action plans, reflect and look forward every year.

As you read our Strategy for Inclusion, Diversity and Engagement, I hope you will very much see the scale of our ambitions, understand the collaboration that went into creating the commitments we have made and be part of helping us successfully deliver on these over the coming year and beyond.

Cressida Dick

Commissioner of Police of the Metropolis

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The Met's Strategy for Inclusion, Diversity and Engagement (STRIDE) 2021-25

London and the Met

London has an extraordinary history and a remarkable future. A city that is both ancient and modern, London is home to people from all over the world. It is a truly international, national and capital city of great importance and attractiveness. London never stands still.

40 per cent of Londoners were born outside the UK, and over 300 languages are spoken here. The city is home to 1.2 million disabled people, and up to 900,000 people who identify as LGBT+¹. Over a fifth of London's population is under 16, but over the coming decades the number of Londoners aged 65 or over is projected to increase by 90 per cent. This diversity is a major contributor to London's success. Maintaining an inclusive city will be essential to London's success in the future².

London is where – in 1829 – the first full-time, professional and centrally-organised police service in England and Wales was created.

Sir Robert Peel, who was then the Home Secretary, created the Metropolitan Police on the basis of [policing by consent](#), the most deep-rooted value of British policing. Early in the Met's history, the nine Peelian Principles were also created. These are respected across the world and today still have great meaning. We have included them here because of their importance, even though the wording of the Principles is almost 200 years old.

Almost two hundred years on, the Met is by far the largest police service in the UK. The Met has responsibilities that include keeping people safe in local neighbourhoods in London, policing London as a capital city, policing in cyber-space and leading policing's counter-terrorism activities.

Like London, the Met is represented by people from all walks of life. We, too, are Londoners and we feel privileged to take on the responsibilities and the policing approach that were set out when we were formed.

The Met will reach its 200th anniversary in September 2029. That will mark the anniversary of the first patrols by police officers on the streets of London, and two centuries of keeping communities safe. We hope the celebrations will also strengthen the bonds between Londoners and their police service in a genuine spirit of mutual understanding, friendship, trust and respect.

¹ Lesbian, Gay, Bisexual and Transgender. The + recognises that there are more ways to identify and describe gender and sexuality beyond the acronym.

² Adapted from the Mayor's *London Plan 2021*

This Strategy for Inclusion, Diversity and Engagement 2021-25 (STRIDE) is deliberately looking forward to that anniversary. STRIDE continues the tradition of policing by consent, established for the Met, and honours the Peelian Principles.

Policing and a Met for all

In a city of such diversity, we also find disparities. The reasons for these are complex and many of them have a long history. The disparities that most relate to the Met are those of trust in the Met, of satisfaction with treatment, of victimisation, of fear.

Within the Met we also find people's experiences are not the same – there are differences of outcomes in some of our internal processes, of trust in the organisation by some of our people, of representation, of well-being and a sense of belonging.

These disparities are often wider for different groups, especially groups which are marginalised or under-represented. So this strategy does not seek to treat everybody the same. Some actions we are taking will be supporting particular groups.

Our objective, though, remains one of fairness, achieved through [equity](#). This means treating people differently dependent on their need, rather than treating everyone the same without consideration of their need or disadvantage. Needs come from a range of factors – socio-economic and protected characteristics³ being examples – and where these intersect they can mean that some communities and people experience multiple disadvantage.

We accept and regret that the Met is not free from racism, discrimination or bias. We are determined to continue to eliminate such racism and discrimination as we maintain our zero tolerance approach to such unacceptable behaviour.

³ The protected characteristics under the Equality Act 2010 are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

Working to strengthen the areas where we need most improvement, doing more to help people who are the most vulnerable, taking extra steps to engage with those who are most marginalised, will benefit us all. This is because it will make us a more inclusive organisation, with fairer processes and a more sensitive approach to London's diversity.

We firmly believe in our common humanity. We know we have remarkable, committed people and remarkable, committed communities, and we will continue to work together with our communities for good. That is why this is a strategy for inclusion and engagement as well as for diversity.

Committing to action

We will take visible and effective action, together with communities and our partners, to make the changes which are so important for Londoners' safety and trust in the Met and for the well-being and capability of colleagues.

So the most important parts of the STRIDE Strategy 2021-25 are the [four programmes for Protection, Engagement, Equality and Learning](#), and the [sixteen commitments](#) within them.

Each commitment has a clearly-identified senior leader who reports to a member of the Met's Management Board. They are responsible for creating and implementing an action plan to achieve their commitment.

We are publishing the 2021-22 action plans and measurements with the overall strategy. The action plans will be renewed each year. This will include public consultation to ensure we are delivering what our communities want from us. Progress will be reported on publicly.

It's worth saying it again: We will take visible and effective action, together with communities and our partners, to make the changes which are so important for Londoners' safety and trust in the Met and for the well-being and capability of colleagues.

So the most important parts of the STRIDE Strategy 2021-25 are the [four programmes for Protection, Engagement, Equality and Learning](#), and the [sixteen commitments](#) within them. These are set out in the next section.

Programme 1: Protection

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.

Every day we are working closely with our partners and communities across the city to make sure people can go about their daily lives without the fear of becoming victims of violent crime or hate crime. The collective effort here is extraordinary.

However, the increase in reported hate crime in 2020 and 2021, low detection rates and lower levels of satisfaction of victims of hate crime remain areas of great concern. In addition, we recognise the fear of violence that is felt by many women in London. And some 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 are absolutely committed to doing everything we can to keep people safe and feeling safe.

At the same time, whilst our objective is to keep people safe from violence, we know that some of the tactics used in tackling these crimes will often have a greater impact on certain communities. Stop and search is the strongest example of this. We recognise that we need to earn the public's trust so that they will share their information, fears and experiences with us and work with us to help prevent crime and stop offenders from causing more harm.

London does remain one of the safest major cities in the world. With greater trust and joint working, it will become even safer.

This is why the four commitments for Protection focus on positive activity to prevent crimes of violence and hatred and to divert people away from offending – working jointly with partners and those communities which are particularly damaged by those crimes.

Protection Commitments

<p>Keeping London safe for everyone</p>	<p>Commitment 1 – We will confront those who cause pain and fear through hate crime</p> <p>We will confront those who cause pain and fear through hate crime⁴. Working with the communities which are most affected, including through our Independent Advisory Groups (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 preventing reoffending by hate crime perpetrators.</p> <p>Because their trust and confidence in reporting hate crimes is lower, we will launch campaigns to increase the trust and confidence of LGBT+ people and people who are Deaf or have a disability in reporting hate crime.</p> <p>The actions for this commitment are led by the Commander for Public Protection, reporting to the Assistant Commissioner (AC) who leads Front Line Policing.</p> <p>Commitment 2 – We will work proactively with communities to reduce violence by building trust</p> <p>We will work proactively with communities to reduce violence by building 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.</p> <p>We will also increase the number of crime prevention and 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, joint problem-</p>
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⁴ 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>solving, health and fire safety advice, walk and talk patrols⁵ for women’s safety, ride-alongs and open days. They will be a focal point for the local community familiarisation that all new police officers take part in.</p> <p>The actions for this commitment are led by the Commander for Crime Prevention, Inclusion and Engagement, reporting to the AC who leads Front Line Policing.</p>
<p>Public protection</p>	<p>Commitment 3 – We will work with partners to reduce the criminal victimisation of those with who are most disadvantaged</p> <p>Working with local authority partners, we will develop and implement specific prevention plans for crimes that particularly affect those who are most disadvantaged, including those with language barriers, those in digital poverty, those who are exploited because they are Disabled and those who experience multiple disadvantage.</p> <p>The actions for this commitment are led by the Commander for Crime Prevention, Inclusion and Engagement, reporting to the AC who leads for Professionalism.</p> <p>Commitment 4 – We will work with partners to increase opportunities to divert people away from offending</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 ensuring an effective child protection approach is taken towards 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>The actions for this commitment are led by the Commander for Public Protection, reporting to the AC who leads Front Line Policing.</p>

⁵ The ‘Walk and Talk’ initiative has been trialled in South London. Female neighbourhood officers walk the streets with women and hear about their experiences, concerns and reflections. They discuss any locations in which the women feel uncomfortable. Patrols then take place in those locations so that officers and PCSOs can take steps to improve women’s safety.

Programme 2: Engagement

The relationships between the police and the public in London are strong – and there is always more to do to improve them. 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 so we will engage with communities and partners about the challenges London faces and how we can address these together, as well as how we can make a wider positive contribution to society and support the values that matter to Londoners.

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 will explain, listen, act on what we are told and be seen to act.

We acknowledge our responsibility to ensure accountability and transparency in how we operate. Effective listening and genuine conversations are essential to making sure that we are well informed about local issues, that the public become more aware of their role in keeping London safe and that we provide transparency in the use of our powers.

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. This is why the four commitments for Engagement focus on joint working with local communities through ward panels, improving information-sharing, listening and accountability, and our involvement in events, celebrations and commemorations that matter to the people of London.

Engagement Commitments

<p>Consulting, listening and explaining</p>	<p>Commitment 5 – We will ensure that every ward has a ward panel which people can engage with online</p> <p>Building on experience gained during the pandemic, we will ensure that every ward has a ward panel which people can engage with online, giving much greater access and influence to a wider range of community members.</p> <p>Working with the ward panels, each Basic Command Unit (BCU⁶) neighbourhood policing lead will develop plans to ensure that our local units respond to the issues that are impacting on communities. Public Attitude Survey⁷ data, which gives evidence of this working in practice, will be reviewed regularly at BCU performance meetings.</p> <p>The actions for this commitment are led by the Deputy Assistant Commissioner (DAC) for Front Line Policing, reporting to the AC who leads Front Line Policing.</p> <p>Commitment 6 – We will transform our two-way communication with the public</p> <p>Advised by the Directorate of Media and Communication’s Community Advisory Group, we will transform our two-way communication with the public 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 and ensuring swift explanations are given and actions taken in relation to matters of public concern or interest.</p>
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⁶ Basic Command Unit (BCU) – a local policing unit working across two, three or four of London’s boroughs led by a chief superintendent.

⁷ The Public Attitude Survey, run by the Mayor’s Office for Policing and Crime (MOPAC), aims to gauge what Londoners think about policing and crime in the capital, and to understand the issues that matter to them. The survey measures Londoners’ perceptions of the police, identifies local policing priorities, and captures views and experiences across a range of crime and safety issues. The survey has taken place since 1983 and speaks to around 12,800 London residents each year. Results from the survey help to ensure that Londoners’ priorities for policing and safety are at the heart of decision making in MOPAC and the Metropolitan Police Service.

	<p>The actions for this commitment are led by the Director of the Directorate of Media and Communications, reporting to the Chief of Corporate Services.</p>
<p>Improving trust</p>	<p>Commitment 7 – We will engage with, understand and celebrate all of London’s communities</p> <p>To close gaps in trust between different groups, we will engage with, understand and celebrate all of London’s communities, providing a service that is responsive to the different needs, experiences and expectations of our communities.</p> <p>We will support Independent Advisory Groups (IAGs), ward panels and policing encounter panels to increase the diversity of their membership in order that a wider range of people and communities can influence and work with us. We will listen, learn from and respond to their feedback.</p> <p>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 outcome and performance officers, staff support associations and IAGs will play key roles, but this action is for everyone in the Met.</p> <p>The actions for this commitment are led by the Commander for Crime Prevention, Inclusion and Engagement, reporting to the AC who leads for Professionalism.</p> <p>Commitment 8 – We will make more relevant equalities information available to all</p> <p>We will make more relevant equalities information available to all 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. This includes the detailed and important data and statistics available through the Mayor’s Office for Policing and Crime.</p> <p>We will work to increase people’s confidence in providing their demographic data, which gives greater insight into our under-represented groups.</p> <p>We will dedicate an area of our website to our responses to key inclusion, diversity and engagement recommendations. These will include those contained in:</p>

	<ul style="list-style-type: none">• <i>The Stephen Lawrence Inquiry</i> report by Sir William Macpherson, and follow up reports by the Home Affairs Committee,• <i>The Mayor’s Action Plan – Transparency, Accountability and Trust in Policing</i>,• Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) reports, and• Independent Office for Police Conduct (IOPC) thematic reports. <p>The actions for this commitment are led by the Director of Strategy and Governance, reporting to the Chief of Corporate Services.</p>
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Programme 3: Equality

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. It will mean that all our people, with all the diversity and commonality that they bring, will thrive.

We want the best people who can police London and support the Met as an organisation through their understanding of the city and local issues. We know there are benefits to focusing our recruitment efforts in London, so we have a London residency requirement for most of those who join us as a uniformed police officer.

As one of London's biggest public sector employers, our decisions and ways of working have a wide impact on 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 their 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 succeed, and they can bring their whole selves to work, free of bullying or any other unacceptable treatment.

This is why the four commitments for Equality focus on continuing to build a representative workforce and on seeking to understand and remove systemic barriers and combat discrimination, emphasising workforce well-being. The Equality programme has an internal focus; equality of service delivery to our communities features in the Learning programme.

Equality Commitments

<p>Recruitment, progression and retention</p>	<p>Commitment 9 – We will work with communities and partners to achieve our recruitment, retention and progression aspirations for those from under-represented groups</p> <p>Recruiting and retaining more police officers who are women and / or are from visible ethnic minority backgrounds, and supporting their progression, are key elements of the wider work of building a Met that is more representative of London. We will work with communities and partners to achieve our recruitment, retention and progression aspirations for those from under-represented groups.</p> <p>From 2021, we have been aiming for 30% of our new recruits to be from ethnic minority backgrounds (excluding White minorities) and 40% to be women. In 2022, these figures rise to 40% and 50% respectively.</p> <p>To support this, we will:</p> <ul style="list-style-type: none"> • Develop our recruitment narrative to ensure our messaging specifically addresses perceived barriers to joining the Met, • Prioritise recruitment from London’s communities through outreach, including investing in Recruitment Outreach Teams, • Launch a new development programme for our highly-valued Volunteer Police Cadets to join the Met through the PC Degree Apprenticeship programme, • Work with local education institutions to provide an access to policing programme for those who do not meet the minimum education standard needed to become a police officer, • Reinforce the recently-created Equalities Team within our Vetting Department, • Allocate a ‘buddy’ to all part-time police recruits and all police recruits from ethnic minority backgrounds (excluding White minorities) to support them in the later stages of the joining process and throughout their probation period, and • Continue to reduce disproportionate outcomes in recruitment processes. <p>The actions for this commitment are led by the Director of Human Resources, reporting to the Chief of Corporate Services.</p> <p>Commitment 10 – We will work to ensure that our people feel included and that they are treated with fairness and respect</p>
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	<p>We will build on positive staff survey results and work 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.</p> <p>We will provide positive action support for under-represented groups through the Career Development Service, in promotion processes, and, for example, through workshops for women from visible minority ethnic backgrounds. Through our career development chief inspectors, we will prioritise officers from under-represented groups for specific career development positive action.</p> <p>We will build a stronger framework to support our staff support associations and the people within them.</p> <p>The actions for this commitment are led by the Director of Human Resources, reporting to the Chief of Corporate Services.</p>
<p>Maximising inclusion</p>	<p>Commitment 11 – We will continue to reduce disproportionality in our internal processes</p> <p>We will continue to reduce disproportionality in our internal processes, specifically by tackling the number of grievances, employment tribunal cases and disproportionality in the misconduct process, taking an early intervention, triage, learning and recovery approach.</p> <p>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 help to support people through their development and help people feel that they are treated fairly and with consideration, maintaining a strong prevention and learning approach.</p> <p>The actions for this commitment are led by the DAC for Professionalism, reporting to the AC who leads for Professionalism</p> <p>Commitment 12 – We will improve the inclusion and confidence of our Disabled officers and staff members</p> <p>In our staff survey, colleagues who have a disability report lower confidence and satisfaction. We will improve the inclusion and confidence of our Disabled officers and staff members through embedding the Workplace Adjustments Hub, enabling greater access to</p>

	<p>assistive technology and improving the ability of colleagues who have a disability to suggest workplace improvements.</p> <p>We will work with the Disability Staff Association and the Disability Delivery Group to ensure we become a Level 3 Disability Confident employer.</p> <p>The actions for this commitment are led by the Director of Human Resources, reporting to the Chief of Corporate Services.</p>
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Programme 4: Learning

Our overall Met Strategy, *The Met Direction*, sets out learning (“Learn from experience, from others, and constantly strive to improve”) as one of our most important priorities.

Learning involves reflection – that is, thinking deeply about what has gone well and what hasn’t. Without this, we won’t properly understand why something has gone well and therefore be able to repeat it. Nor will we truly learn from mistakes or approaches that didn’t work well enough.

A core part of reflecting and learning is to listen to others’ views and to test our ideas with them. We are opening up learning and development so that our people and our communities are involved in design and delivery. We 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 good practice.

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.

This is why the four commitments for Learning focus on strengthening our understanding and ability to learn in the areas of maximising inclusion, responsible and appropriate use of powers and responding to public complaints.

Learning Commitments

<p>Learning together</p>	<p>Commitment 13 – We will develop a generation of inclusive leaders</p> <p>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, developing a generation of inclusive leaders.</p> <p>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>The actions for this commitment are led by the Director of Human Resources, reporting to the Chief of Corporate Services.</p> <p>Commitment 14 – We will improve our response to complaints from the public</p> <p>Advised by the Directorate of Professional Standards Independent Advisory Group and informed by the surveys of complainants, we will improve our response to complaints from the public. This will include making contact with complainants much more quickly than we currently do. We will also invest greater resources in early proactive resolution in order to reduce the time taken overall to investigate complaints, to increase the satisfaction of complainants that they have been listened to and taken seriously, and to enable us to clearly learn from the complainants' experience.</p> <p>The actions for this commitment are led by the DAC for Professionalism, reporting to the AC who leads for Professionalism.</p>
<p>Continuous improvement</p>	<p>Commitment 15 – We will make community engagement central in our use of powers</p> <p>We will implement the recommendations of the work of the Pre-arrest Handcuffing Review and the IOPC's Learning Recommendations to the</p>

	<p>Met on Stop and Search (August 2020). 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>The actions for this commitment are led by the Director of Learning, reporting to the AC who leads for Professionalism.</p> <p>Commitment 16 – We will increase transparency and understanding of our use of powers</p> <p>We will introduce a dedicated Met unit, the Policing Encounters and Powers 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 public and personal safety, Taser and stop and search teams into one central team improving our consistency, practice, understanding of impact and ability to learn in all of these areas.</p> <p>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>The actions for this commitment are led by the DAC for Professionalism, reporting to the AC who leads for Professionalism.</p>
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Reflections on the Strategic Inclusion, Diversity and Equality Strategy 2017-2021

The programmes and commitments for STRIDE 2021-25 build on the strengths of the previous strategy and renew our focus on tackling the challenges that remain.

A key stage in the creation of STRIDE 2021-25 has been to reflect carefully and consult on what was achieved under the last strategy and what remained a challenge. There have been many achievements under each objective and the strategy overall supported the Met in creating important changes. Not everything that we set out to achieve has been achieved and so some of the work has been carried forward into STRIDE 2021-25 so that we can continue to focus on it.

This section sets out our reflections on the last strategy.

The previous Strategic Inclusion, Diversity and Equality Strategy ran from 2017-2021. This had three key areas of focus:

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

These areas of focus were reviewed regularly within the External Advisory Board (chaired by the Commissioner) and the Delivery Board (chaired by the Assistant Commissioner Professionalism).

As noted above, in this section we set out our reflections on the achievements of the last strategy.

Make the Met more reflective of the city we serve

- Having prioritised the attraction and recruitment of women and police officers from visible minority ethnic backgrounds, the Met reached its highest ever number of both (9,404 women officers and 5,223 officers from visible minority ethnic backgrounds).
- We put in place 12 Outreach Recruitment workers, to engage with London's communities and to increase applications from communities we have previously struggled to attract and from people who may not have seen a career in policing as something for them.
- A part-time entry route for police officer recruits was introduced, the first time this had happened in England and Wales.
- Progression of women and minority ethnic colleagues improved, with disproportionality being eliminated in recent promotion processes. Positive

action and the support of staff representative groups and staff support associations proved very successful here.

- We established exit interview processes across the organisation, with early interventions to help reduce attrition.
- We developed local retention plans for our people with protected characteristics, to help develop talents, and to help us identify recurring issues.
- The Met improved its support to disabled colleagues substantially, including supporting their progression through access to the Career Development Service.

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- However, the recruitment and progression of Black officers was not at a level that would bring the Met close to representing London's Black communities, and it must be acknowledged that this was not sufficiently focused upon.
 - And the pace of change in representation at all levels has been much slower – for a range of reasons – than either Met colleagues or London's communities find acceptable.

Develop our culture, behaviour and internal processes

- We introduced carers' and disability 'passports' and a Workplace Adjustments hub to bring greater expertise and consistency of support to Disabled colleagues and carers as well as to their line managers.
- We achieved level 2 status as a Disability Confident employer, and set up a Disability Delivery Group to support the Disability staff support association.
- Celebrations of 100 years of women police officers in the Met during 2018-19 were inclusive and uplifting. As part of the celebrations, the Met negotiated significant national improvements (from 18 to 26 weeks) to maternity and adoption pay for police officers.
- Flexible working opportunities continued to improve, and were increased even further during the pandemic – staff survey responses show that this was deeply appreciated.
- We formed an LGBT+ Organisational Improvement Group to help the Met provide a more supportive and inclusive workplace for LGBT+ colleagues.
- The Met's staff representative organisations and staff support associations were consulted more systematically, including within the STRIDE Delivery Board chaired by the Assistant Commissioner for Professionalism, and their roles and contributions were more systematically publicised.
- Diversity and inclusion were promoted internally through annual campaigns such as the celebration of Black History Month, 'Bring your whole self to work' campaign, Disability History Month, Pride, International Women's Day and International Men's Day celebrations – to name only a few.

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- However, it is a matter of great regret that we still find over-representation of Disabled colleagues in grievance and employment tribunal processes.
 - Despite three years of work to change this, we still find over-representation of colleagues from visible minority ethnic backgrounds in misconduct processes.
 - Grave concern exists in relation to the behaviours and standards of a very small minority of colleagues who have not demonstrated the values of compassion, integrity, courage and professionalism to the level that befits a member of the Met. As has been said earlier, we accept and regret that the Met is not free from racism, discrimination or bias. We are determined to continue to eliminate such racism and discrimination as we maintain our zero tolerance approach to such unacceptable behaviour.

Reduce inequalities in our interactions with Londoners

- Working with Mutual Gain (a specialist community engagement and social capital organisation), the London Muslim Community Forum has been strengthened and became an IAG. Other engagement events led to the creation of a Somali community IAG.
- During the pandemic, the Met boosted contact with a number of our strategic community IAGs, Faith groups and scrutiny panels, including: the Central Youth IAG, the Central Race IAG, the Disability IAG, the LGBT+ IAG, the London Muslim Community Forum, the Sikh Forum, the Somali Covid-19 Steering Group, the Chinese and South East Asian Covid-19 discussion forum, specifically focussing on hate crime. We also hosted a Covid-19 wider community reference group call. We established a Covid-19 External Scrutiny Panel for the application of the legislation across London.
- In the same period, we recruited more than 3,000 community volunteers who worked passionately, and still do, on community safety activities and victim support.
- Following the murder of George Floyd in America, the Deputy Commissioner created and leads a Delivery Group to focus on improving London's Black communities' trust and confidence in the Met, strengthening support and inclusion for Black officers and staff and implementing the recommendations of the Mayor's *Action Plan – Transparency, Accountability and Trust in Policing*.
- Working with a community reference group, we have increased the involvement of communities in designing and delivering training, especially training for our new recruits, and have brought in familiarisation weeks to help new officers understand and work well with all London's communities.

- However, for many communities, there remains a lack of a clear and accepted explanation for disproportionality in the use of force and other police powers / practices, such as stop and search.
- The increase in reported hate crime and persistently low detection rates remain areas of concern.
- The murders of sisters Bibaa Henry and Nicole Smallman and of Sarah Everard brought the safety and fear of women and girls into the sharpest possible focus, at the same time causing searching questions to be asked about the Met's internal culture.
- Also of continuing concern is the fact that trust, confidence and victim satisfaction all remain lower for some minority ethnic groups, most notably Black communities, as well as for Disabled and LGBT+ communities.

In creating the programmes and commitments for STRIDE 2021-25, we have taken care to build on the strengths of the last strategy and to renew our focus on tackling the challenges that remain.

We have also had very extensive joint working and consultation in creating STRIDE 2021-25. The next section sets out a summary of the consultation and oversight that have guided us.

Consultation and oversight

The Met is committed to having the voice of our communities and colleagues at the heart of this strategy. To achieve this, careful and thorough consultation and engagement have been vital. We are grateful to our external strategic diversity and inclusion advisers and colleagues from the Cabinet Office who led the consultation process to encourage honest feedback to entirely independent facilitators.

The consultation for this strategy started in September 2020, with three key phases:

Phase 1 - September 2020 – January 2021:

- Creation of the STRIDE Working Group
- Reflections on STRIDE 2017 – 2021

Phase 2 - January 2021 – April 2021:

- Consultation and feedback on an early draft of this strategy

Phase 3 - May 2021 – August 2021:

- Consultation to finalise the strategy and develop the Year 1 Action Plan, including presentations by commitment leads to the Working Group.

The STRIDE Working Group comprised of a range of community and Met representatives, and was the main consultation forum for the development of STRIDE. Included in this group were almost all the Met's staff support associations and support networks, members of London's Faith communities, the Youth Independent Advisory Group (IAG), the Race IAG and others. The group met fortnightly from September 2020, in addition to a number of one to one consultations with group members to develop a deeper understanding of their views.

The Mayor's Office for Policing and Crime (MOPAC) and the Deputy Mayor for Policing and Crime were both key and highly influential to the development of the strategy. The strategy has taken the Mayor's *Action Plan – Transparency, Accountability and Trust in Policing* fully into account. This outlines four thematic areas for focus, all of which the Met has incorporated into STRIDE:

- Better use of police powers
- Working together to make Black communities safer
- A police service that better represents and understands Black communities
- Holding the police to account for what they do

Significant external consultation was undertaken. This included:

- The COVID-19 Anti-Racism Group
- The Deputy Commissioner's Delivery Group External Reference Group
- Devon and Cornwall Police
- The Disability Independent Advisory Group
- The Met External Advisory Group
- Greater Manchester Police
- Inclusion London
- The Met LGBT+ IAG
- The London Muslim Community Forum
- Colleagues from the National Organisation of Black Law Enforcement Executives in America
- Pride in London

This was complemented by wide internal consultation:

- All Business Group STRIDE Boards
- The Deputy Commissioner's Delivery Group Internal Reference Group
- The Metropolitan Police Federation
- All staff support associations and support networks
- The Met STRIDE Delivery Board, chaired by the Assistant Commissioner who leads for Professionalism
- The Metropolitan Police Superintendents' Association
- Metropolitan Police trade unions

This strategy has been developed alongside, influenced by and fully aligns with, the National Police Chiefs' Council's *Police Plan of Action on Inclusion and Race*.

Over 100 meetings, forums and consultations have taken place resulting in significant and detailed feedback and advice. Every written piece of feedback from the consultation's second phase - received from the contributions of over 1,000 individuals - has been replied to in gratitude, explaining how their feedback was taken into account in the development of the strategy.

We acknowledge that such wide ranging consultation has resulted in this strategy being unable to include every suggestion made. We also acknowledge that for some groups, this strategy does not go far enough in some areas. However, the feedback received has transformed the strategy and the direction of the Met in its delivery, and we are grateful for the significant time and attention that has been afforded to us.

Next steps

This strategy is published in September 2021, with an accompanying action plan. Progress will be reviewed in several forums, including:

- The STRIDE Delivery Board
This brings together departmental STRIDE leads throughout the Met with the STRIDE commitment leads, staff representative organisations and the staff support associations to provide a strong internal group to review and support progress.
- The Met's Performance Board
Chaired by the Deputy Commissioner, this meeting checks our performance against all our plans. This Board will ensure that the action plans are on track.
- The External Advisory Board
Chaired by the Commissioner, this brings together a number of experienced external advisors who have already challenged, contributed to and improved the Met's STRIDE ambitions and will continue to do so.
- The Met's Inclusion, Diversity and Engagement Management Board meeting
In her *Reflections and look forward in 2021*, the Commissioner writes:
"I and my senior leaders will meet regularly to review our progress and ensure significant energy is being put into making that progress. We will continue to personally champion inclusion, diversity and engagement. We will ensure that this is not a document that just sits on a shelf. Our ambitions and commitments detailed in STRIDE will live in everything we do, on top of our delivery of the actions we have set out."
The Met's Inclusion, Diversity and Engagement Management Board meeting, which the Commissioner chairs, will be the senior meeting where this undertaking is achieved.

- The Mayor and Deputy Mayor
The Mayor and Deputy Mayor will hold the Met to account for this strategy, as part of their statutory responsibilities to oversee the Met.

We will renew the commitments' action plans each year in April and May. This will include public consultation to ensure we are delivering what our communities want from us. Progress will be reported on publicly. At the same time, the Commissioner will add a new *Reflections and look forward* section at the beginning of the strategy each year. The updated strategy and the action plans will be available to communities and colleagues through the Met website and will be reported on publicly.

These actions and reflections will ensure that the strategy is living up to the ambitions of the Met and Londoners. In this way, we will achieve the changes that are so important for Londoners' safety and trust in the Met and for the well-being and capability of colleagues.



**The Met's Strategy
for Inclusion, Diversity
and Engagement
(STRIDE)
2021-2025**

Protection, Engagement, Equality, Learning

Action Plan for 2021-2022

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Committing to action

The Met's Strategy for Inclusion, Diversity and Engagement 2021-25 (STRIDE) sets out the changes that we intend to achieve, working with our communities and partners, to improve Londoners' safety and trust in the Met. It also includes actions for improving colleagues' well-being and capability.

So the most important parts of the STRIDE Strategy 2021-25 are the [four programmes for Protection, Engagement, Equality and Learning](#), and the [sixteen commitments](#) within them.

Each commitment has a clearly-identified senior leader who reports to a member of the Met's Management Board. They are responsible for creating and implementing an action plan to achieve their commitment. The action plans will be renewed each year. This will include public consultation to ensure we are delivering what our communities want from us. Progress will be reported on publicly.

In this document, we are publishing the 2021-22 action plans and measurements. These are actions that we are ambitious to achieve by the end of March 2022. Many of them have already been started. We also make it clear where an action and measure has been included in this year's Met Direction, the Met's overall strategy.

We will take visible and effective action, together with communities and our partners, to make the changes which are so important for Londoners' safety and trust in the Met and for the well-being and capability of colleagues.

So, it is worth saying again: The most important parts of the STRIDE Strategy 2021-25 are the [four programmes for Protection, Engagement, Equality and Learning](#), and the [sixteen commitments](#) within them. These are set out in the next section along with the action plans for 2021-22.

Protection Commitments and actions for 2021-22

<p>Keeping London safe for everyone</p>	<p>Commitment 1 – We will confront those who cause pain and fear through hate crime</p> <p>We will confront those who cause pain and fear through hate crime¹. Working with the communities which are most affected, including through our Independent Advisory Groups (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 preventing reoffending by hate crime perpetrators.</p> <p>Because their trust and confidence in reporting hate crimes is lower, we will launch campaigns to increase the trust and confidence of LGBT+ people and people who are Deaf or have a disability in reporting hate crime.</p> <p>The actions for this commitment are led by the Commander for Public Protection, reporting to the Assistant Commissioner (AC) who leads Front Line Policing.</p> <p>Actions for 2021-22</p> <ol style="list-style-type: none"> 1. To improve training and awareness of hate crime issues, all Hate Crime Outcome and Performance Officers (HCOPS) will receive a monthly training input, with eight training sessions to be delivered to all HCOPS by the end of March 2022. 2. To ensure that appropriate pathways exist to support victims of hate crime and that the services offered are reflective of the victimology across London, the completion rates for form ‘124H’ will be increased to 80% by March 2022². 3. To support activity to bring hate crime suspects to justice, first contact is to be made with 90% of outstanding named suspects within 28 days.
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¹ 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.”

² The ‘124H’ document is both a risk assessment document for all victims of hate crime and the gateway to referral for victim support through partnership organisations in London.

4. To improve file quality standards and prevent failed prosecutions, focusing on Disability and LGBT+ hate crimes which currently have the lowest outcome rate, we will partner with the CPS to create a review and recommendations - to be completed by the end of March 2022.

5. To develop and implement learning from local and national good practice in relation to under reported hate crime, we will establish a Hate Crime Working Group by the end of October 2021. Disability hate crime will be an early priority, focusing on outcome rates and under-reporting.

Overarching measurement aligned with Met Direction 2021-22:

- **To improve justice outcomes across the MPS and the Crown Prosecution Service relating to hate crime - achieve an increase to 15% in positive outcomes (from 13.3%)**

Commitment 2 – We will work proactively with communities to reduce violence by building trust

We will work proactively with communities to reduce violence by building 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 increase the number of crime prevention and 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, joint problem-solving, health and fire safety advice, walk and talk patrols³ for women's safety, ride-alongs and open days. They will be a focal point for the local community familiarisation that all new police officers take part in.

The actions for this commitment are led by the Commander for Crime Prevention, Inclusion and Engagement, reporting to the AC who leads Front Line Policing.

Actions for 2021-22

³ The 'Walk and Talk' initiative has been trialled in South London. Female neighbourhood officers walk the streets with women and hear about their experiences, concerns and reflections. They discuss any locations in which the women feel uncomfortable. Patrols then take place in those locations so that officers and PCSOs can take steps to improve women's safety.

	<p>1. To increase trust and reduce crime, we will increase the number of Positive Activity Initiatives (PAIs) rolled out across Basic Command Units (BCUs⁴), with each BCU to deliver six PAIs by the end of March 2022.</p> <p>2. To improve women’s safety and confidence in the Met we will establish the ‘Walk and Talk’ initiative in each BCU by the end of March 2022, with each BCU also establishing a way in which Walk and Talk patrols can be booked/requested by members of the public by the end of March 2022.</p> <p>3. To increase public participation and trust we will establish the ‘Ride Along’ initiative in each BCU by the end of March 2022, with a clear way in which Ride Alongs can be booked by members of the public in place by the end of March 2022.</p> <p>4. To improve the safety and confidence of school children, we will offer ‘SchoolsWatch’ to all 260 priority schools across London.</p> <p>5. To increase understanding of the diversity and needs of London’s communities, we will ensure 100% completion of the Community Impact Task by new officers in training.</p> <p>Overarching measurement aligned with Met Direction 2021-22:</p> <ul style="list-style-type: none"> • The equality gap between Black, Asian and Multiple Ethnic Heritage respondents to Public Attitude Surveys⁵ compared to all Londoners to be 5 percentage points or less.
Public protection	Commitment 3 – We will work with partners to reduce the criminal victimisation of those with who are most disadvantaged

⁴ Basic Command Unit (BCU) – a local policing unit working across two, three or four of London’s boroughs led by a chief superintendent.

⁵ The Public Attitude Survey, run by the Mayor’s Office for Policing and Crime (MOPAC), aims to gauge what Londoners think about policing and crime in the capital, and to understand the issues that matter to them. The survey measures Londoners’ perceptions of the police, identifies local policing priorities, and captures views and experiences across a range of crime and safety issues. The survey has taken place since 1983 and speaks to around 12,800 London residents each year. Results from the survey help to ensure that Londoners’ priorities for policing and safety are at the heart of decision making in MOPAC and the Metropolitan Police Service.

Working with local authority partners, we will develop and implement specific prevention plans for crimes that particularly affect those who are most disadvantaged, including those with language barriers, those in digital poverty, those who are exploited because they are disabled and those who experience multiple disadvantage.

The actions for this commitment are led by the Commander for Crime Prevention, Inclusion and Engagement, reporting to the AC who leads for Professionalism.

Actions for 2021-22

1. To improve accessibility and Met support for those who are most disadvantaged, we will work with partners to increase the number of third-party reporting sites across BCUs in a variety of community/partner locations.
2. To increase the level of the Met's local agency and community partnership working across all BCUs, we will expand the local engagement approach successfully implemented in Croydon to other BCUs by the end of March 2022.
3. To start to remove some language barriers, we will explore the provision of British Sign Language in the 101 service, with a proposal document to be presented to STRIDE Delivery Board by the end of March 2022.
4. To support the protection of school children at risk of harm, we will establish the Safer Schools Officer Programme in every school across the Met by the end of March 2022.

Commitment 4 – We will work with partners to increase opportunities to divert people away from offending

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 ensuring an effective child protection approach is taken towards 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.

The actions for this commitment are led by the Commander for Public Protection, reporting to the AC who leads Front Line Policing.

Actions for 2021-22

1. To increase the protection of children, we will fully implement the London Child Exploitation Operating Protocol 2021 across all 12 BCUs by March 2022.
2. To divert young people away from offending, we will expand the ENGAGE Met Detention partnership project with local authorities across all BCUs by March 2022.
3. To improve support to young people who are suffering mental ill-health, we will (a) undertake a review of the Multi-Agency Safeguarding Hubs ('MASHs') to agree the correct pathway for young people suffering from mental ill-health to be referred to Children and Adolescent Mental Health Service; and (b) implement revised training for officers to improve their reporting standards of referrals for both adults and young people suffering with mental ill-health. Both to be completed by the end of March **2023**.

Overarching measurement aligned with Met Direction 2021-22:

- **Reoffending rate and harm score of those on diversion programmes: improve from baseline**

Engagement Commitments and actions for 2021-22

<p>Consulting, listening and explaining</p>	<p>Commitment 5 – We will ensure that every ward has a ward panel which people can engage with online</p> <p>Building on experience gained during the pandemic, we will ensure that every ward has a ward panel which people can engage with online, giving much greater access and influence to a wider range of community members.</p> <p>Working with the ward panels, each Basic Command Unit (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 regularly at BCU performance meetings.</p> <p>The actions for this commitment are led by the Deputy Assistant Commissioner (DAC) for Front Line Policing, reporting to the AC who leads Front Line Policing.</p> <p>Actions for 2021-22</p> <ol style="list-style-type: none"> 1. We will ensure that all 632 of London’s wards have an active ward panel established by the end of March 2022. This includes virtual access to the panel. 2. Ward panel handbooks will be made publicly available to all ward panels and local community members by the end of March 2022. 3. A new ward panel survey will be developed for implementation across all BCUs, with all BCU Safer Neighbourhoods Teams to begin to use the new survey template by the end of March 2022. Alternative language options are to be explored, and an options paper presented to the Crime Prevention and Trust Board by the end of March 2022. 4. Working with the ward panels, each BCU neighbourhood policing lead will implement their ward panel improvement plan 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 regularly at BCU performance meetings. <p>Overarching measurements aligned with Met Direction 2021-22:</p> <ul style="list-style-type: none"> • ‘They are dealing with things that matter in this community’ – improvements in Public Attitude Survey responses
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- **Ward panels: All wards to have ward panels, able to be accessed online, running by March 2022, with a clear plan to respond to the issues raised by the panel that are impacting upon the communities**

Commitment 6 – We will transform our two-way communication with the public

Advised by the Directorate of Media and Communication’s Community Advisory Group, we will transform our two-way communication with the public 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 and ensuring swift explanations are given and actions taken in relation to matters of public concern or interest.

The actions for this commitment are led by the Director of the Directorate of Media and Communication, reporting to the Chief of Corporate Services.

Actions for 2021-22

1. We will appoint six Digital Engagement Officers across different BCUs. They will support the BCUs with strategies for improving two-way digital communication between the Met and local communities. The adverts for the roles will go live in September 2021.

2. We will implement ‘paid-for’ and non-paid for communications to engage with and attract communities which we haven’t traditionally reached. This is in order to build confidence in us and specifically our work to tackle violence and keep communities safe, and to increase the diversity of our recruitment. This will include:

- Monthly reporting on ‘Behind the Badge’ communication activities, with ten to take place per BCU each year
- The ‘Now More Than Ever’ recruitment campaign, with Phase 2 to commence in October 2021
- The ‘Hard Calls Save Lives’ campaign, with Phase 3 to commence in September 2021 – intended to increase knife crime intelligence to Crimestoppers (measured via monthly reporting into the Serious Crime Gold Group)

3. In order to build two-way engagement with communities that have low confidence in the Met, we will use Public Attitude Survey confidence data to deliver a programme of geographically-targeted paid-for social content and leaflets to reach communities which may not otherwise

	<p>receive information from us. This is to build awareness of local policing activity and how to contact their local police, and will start in November 2021.</p> <p>4. We will review the operation of the 'Real Time Response' team in the Directorate of Professional Standards which responds immediately to matters of public concern or interest. Review to be completed by the end of March 2022</p> <p>Overarching measurement aligned with Met Direction 2021-22:</p> <ul style="list-style-type: none"> • 'How well informed do you feel about what the police in this area have been doing over the last 12 months?' – Improvement in Public Attitude Survey responses
<p>Improving trust</p>	<p>Commitment 7 – We will engage with, understand and celebrate all of London's communities</p> <p>To close gaps in trust between different groups, we will engage with, understand and celebrate all of London's communities, providing a service that is responsive to the different needs, experiences and expectations of our communities.</p> <p>We will support Independent Advisory Groups (IAGs), ward panels and policing encounter panels to increase the diversity of their membership in order that a wider range of people and communities can influence and work with us. We will listen, learn from and respond to their feedback.</p> <p>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 outcome and performance officers, staff support associations and IAGs will play key roles, but this action is for everyone in the Met.</p> <p>The actions for this commitment are led by the Commander for Crime Prevention, Inclusion and Engagement, reporting to the AC who leads for Professionalism.</p> <p>Actions for 2021-22</p> <p>1. To enable increased recognition by the Met of key events and anniversaries, an events calendar and publicity for activities undertaken will be maintained by the Met Engagement Delivery Group and provided to all Met Business Groups.</p>

2. We will encourage greater diversity of membership of the public forums with which we engage, such as Independent Advisory Groups. We will support them through proactive advertising of engagement opportunities, with the first round to be completed by the end of December 2021.

3. To support their involvement and progression, each Volunteer Police Cadet will be offered a reverse mentoring relationship with a police officer or police staff mentor (suitably vetted and trained) by the end of March 2022.

4. To maximise opportunities for local engagement, the Crime Prevention, Inclusion and Engagement department will produce the 'MPS Engagement Handbook', mapping engagement across London, by the end of March 2022.

Commitment 8 – We will make more relevant equalities information available to all

We will make more relevant equalities information available to all 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. This includes the detailed and important data and statistics available through the Mayor's Office for Policing and Crime.

We will work to increase our people's confidence in providing their demographic data, which gives greater insight into our under-represented groups.

We will dedicate an area of our website to our responses to key inclusion, diversity and engagement recommendations. These will include those contained in:

- *The Stephen Lawrence Inquiry* report by Sir William Macpherson, and follow up reports by the Home Affairs Committee,
- *The Mayor's Action Plan – Transparency, Accountability and Trust in Policing*,
- Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) reports, and
- Independent Office for Police Conduct (IOPC) thematic reports.

The actions for this commitment are led by the Director of Strategy and Governance, reporting to the Chief of Corporate Services.

Actions for 2021-22

	<ol style="list-style-type: none">1. As part of the planned 'Open Data' strategy we will ensure the data we publish and report is accessible to the public, easy to access and categorised by protected characteristics where that information is available and relevant. Website traffic will be monitored to establish a baseline of community engagement in this area.2. We will complete a review to identify gaps in demographic/protected characteristics data that is held by the Met. The first stage of the review will be brought to the Data Board by the end of March 2022.3. Data Quality Board will improve data quality and increase the completion of self-reporting categories including completing the national 'Safe to Say' campaign, to raise awareness and confidence, by the end of January 2022.3. By the end of December 2021, we will create a section of the Met website to provide the information set out in this commitment.
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Equality Commitments and actions for 2021-22

<p>Recruitment, progression and retention</p>	<p>Commitment 9 – We will work with communities and partners to achieve our recruitment, retention and progression aspirations for those from under-represented groups</p> <p>Recruiting and retaining more police officers who are women and/or are from visible ethnic minority backgrounds, and supporting their progression, are key elements of the wider work of building a Met that is more representative of London. We will work with communities and partners to achieve our recruitment, retention and progression aspirations for those from under-represented groups.</p> <p>From 2021, we have been aiming for 30% of our new recruits to be from ethnic minority backgrounds (excluding White minorities) and 40% to be women. In 2022, these figures rise to 40% and 50% respectively.</p> <p>To support this, we will:</p> <ul style="list-style-type: none"> • Develop our recruitment narrative to ensure our messaging specifically addresses perceived barriers to joining the Met, • Prioritise recruitment from London’s communities through outreach, including investing in Recruitment Outreach Teams, • Launch a new development programme for our highly-valued Volunteer Police Cadets to join the Met through the PC Degree Apprenticeship programme, • Work with local education institutions to provide an access to policing programme for those who do not meet the minimum education standard needed to become a police officer, • Reinforce the recently-created Equalities Team within our Vetting Department, • Allocate a ‘buddy’ to all part-time police recruits and all police recruits from ethnic minority backgrounds (excluding White minorities) to support them in the later stages of the joining process and throughout their probation period, and • Continue to reduce disproportionate outcomes in recruitment processes. <p>The actions for this commitment are led by the Director of Human Resources, reporting to the Chief of Corporate Services.</p> <p>Actions for 2021-22</p> <ol style="list-style-type: none"> 1. We will collaborate with the College of Policing and the Home Office Uplift Team to design a new assessment process that will reduce
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disproportionality. The consultation exercise for the new assessment process will be piloted from May 2022.

2. We will increase investment in the Outreach Recruitment Programme, including resources and training, with the Outreach team to be fully established and a recruitment training programme to be delivered to Frontline Policing by the end of March 2022.

3. We will establish a Staff Retention Taskforce across all BCUs by the end of March 2022, to ensure that attrition rates for voluntary leavers from under-represented groups are equal to or lower than their colleagues.

4. We will develop our recruitment narrative to ensure it includes specific messaging to address perceived barriers to recruitment so that we continue to increase recruitment from under-represented groups to reach our annual diversity aspirations.

5. We will launch the programme to enable Volunteer Police Cadets to join the Met as degree apprentices in September 2021.

Commitment 10 – We will work to ensure that our people feel included and that they are treated with fairness and respect

We will build on positive staff survey results and work 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 women from visible minority ethnic backgrounds. Through our career development chief inspectors, we will prioritise officers from under-represented groups for specific career development positive action.

We will build a stronger framework to support our staff support associations and the people within them.

The actions for this commitment are led by the Director of Human Resources, reporting to the Chief of Corporate Services.

Actions for 2021-22

	<p>1. Career development leads will be embedded in local leadership teams in all BCUs by the end of March 2022, to ensure that more staff have effective career development plans and opportunities available.</p> <p>2. To increase the proportion of Black constables who are successful in sergeant promotion processes, we will implement the Inspiring Leadership Programme, which will support Black constables in their progression to the rank of sergeant.</p> <p>3. To increase the proportion of sergeants and inspectors who are female and/or from minority ethnic groups (excluding White minorities) who are successful in promotion processes, we will implement the 'Lead On (Leading for London)' Programme, which will support them to progress in their careers.</p> <p>4. We will work with our staff support associations to establish a clear service level agreement with them by the end of December 2021, covering how the Met will support the associations and how the associations can best work with the Met to achieve the aims of STRIDE.</p> <p>5. The Crime Prevention, Inclusion and Engagement department will support each staff support association to refresh their internal website, including contact and support details by the end of March 2022.</p> <p>Overarching measurements aligned with Met Direction 2021-22:</p> <ul style="list-style-type: none"> • Asian and Black female colleagues' score is equal to or greater than the female Met average for the staff survey response to 'There are good career opportunities for me at the Met'; • Year-on-year increase in the overall engagement score for the staff survey • Year-on-year increase in the staff survey response for 'I would recommend the MPS as an attractive place to work'
<p>Maximising inclusion</p>	<p>Commitment 11 – We will continue to reduce disproportionality in our internal processes</p> <p>We will continue to reduce disproportionality in our internal processes, specifically by tackling the number of grievances, employment tribunal cases and disproportionality in the misconduct process, taking an early intervention, triage, learning and recovery approach.</p> <p>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 help</p>

to support people through their development and help people feel that they are treated fairly and with consideration, maintaining a strong prevention and learning approach.

The actions for this commitment are led by the DAC for Professionalism, reporting to the AC who leads for Professionalism

Actions for 2021-22

1. To identify potential improvements and implement changes, the Disproportionality in Misconduct Working Group will:

- Immediately incorporate a senior Human Resources lead for grievances into its work, to ensure cross learning, progression and development in line with other initiatives being considered by the Working Group;
- Review approaches in other organisations, such as the National Health Service, to consider alternative activity and opportunities to reduce disproportionality in misconduct and grievance processes. The first review and recommendations for the Met will be considered by the end of December 2021;
- Review the ‘checks and balances’ process⁶ currently in place for misconduct referrals;
- Improve and continue with the trial of anonymised misconduct assessments in BCUs to consider implementation across the Met. The review and recommendations will be considered by the end of December 2021;
- Assess whether there is disproportionality in the misconduct process in relation to disability, establishing a baseline of data by December 2021.

Overarching measurements aligned with Met Direction 2021-22:

- **Improve timeliness of investigations: time to deal with misconduct cases (reduction from baseline)**

Commitment 12 – We will improve the inclusion and confidence of our Disabled officers and staff members

In our staff survey, colleagues who have a disability report lower confidence and satisfaction. We will improve the inclusion and confidence of our Disabled officers and staff members through

⁶ The ‘checks and balances’ process is an additional step in the referral process which requires an independent review by a senior officer to ensure that a case has been appropriately referred into the misconduct system.

embedding the Workplace Adjustments Hub, enabling greater access to assistive technology and improving 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.

The actions for this commitment are led by the Director of Human Resources, reporting to the Chief of Corporate Services.

Actions for 2021-22

1. We will continue to work to meet the needs of all our people who need workplace adjustments with the right equipment or adjustment at the right time, reducing the time taken to complete requests for workplace adjustments (comparison period: March 2021 – March 2022) and increasing overall satisfaction with the equipment provided through the service over the same comparison period.
2. We will increase the range of assistive technology available to people who have self-identified as having a disability, increasing satisfaction with equipment being provided to all people who have self-identified as having a disability (comparison period: March 2021 – March 2022).
3. The Disability Delivery Group will engage with colleagues with disabilities and the Disability Staff Association in order to capture feedback on workplace improvements.
4. Through the Disability Delivery Group, we will work to achieve Level 3 Disability Confident employer status by the end of March **2023**.

Overarching measurements aligned to Met Direction 2021-22:

- **Improvement for Disabled colleagues' responses to the staff survey question 'I have the right equipment'**
- **Improvement for Disabled colleagues' responses to the staff survey questions 'I feel a strong sense of belonging to my team' and 'I can be myself at work'**
- **Disabled colleagues' responses are equal to or greater than the average for non-Disabled colleagues in response to the staff survey question 'I am treated with fairness and respect'**

Learning Commitments and actions for 2021-22

Learning together	<p>Commitment 13 – We will develop a generation of inclusive leaders</p> <p>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, developing a generation of inclusive leaders.</p> <p>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>The actions for this commitment are led by the Director of Human Resources, reporting to the Chief of Corporate Services.</p> <p>Actions for 2021-22</p> <ol style="list-style-type: none">1. We will complete the delivery of the Inclusive Leadership campaign to build leadership capability to create a more inclusive environment for our people, to have good conversations about inclusion and to role model inclusive behaviour. The campaign will be delivered to first line managers and above by the end of October 2021. An independent review of the effectiveness of ‘Leading for London’ in developing inclusive leaders will be completed by the end of March 2022.2. We will deliver a High Performing and Inclusive Teams programme to improve the way senior leadership teams work internally and with teams from other business strands to become cohesive, high performing and inclusive teams, by January 2023.3. We will embed the new leadership framework competencies, which include the requirement for all leaders to build inclusion in their teams, into our performance and promotion processes and developmental learning. A progress update on this will be brought to the STRIDE Delivery Board by the end of March 2022. <p>Overarching measurements aligned to Met Direction 2021-22:</p>
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Increase in the staff survey scores for responses to the following questions:

- **I would recommend the MPS as an attractive place to work**
- **I am treated with fairness and respect**
- **If necessary, inappropriate behaviour is dealt with**
- **I feel a strong sense of belonging to my team**
- **I can be myself at work**
- **There are good career opportunities for me at the Met**

Commitment 14 – We will improve our response to complaints from the public

Advised by the Directorate of Professional Standards Independent Advisory Group and informed by the surveys of complainants, we will improve our response to complaints from the public. This will include making contact with complainants much more quickly than we currently do. We will also invest greater resources in early proactive resolution in order to reduce the time taken overall to investigate complaints, to increase the satisfaction of complainants that they have been listened to and taken seriously, and to enable us to clearly learn from the complainants' experience.

The actions for this commitment are led by the DAC for Professionalism, reporting to the AC who leads for Professionalism.

Actions for 2021-22

1. Through the Professional Standards Transformation Programme, we will deliver the new public complaints process by September **2022**. This will reshape how the Met will approach complaints from the public, with an emphasis on quicker resolutions and improved public satisfaction.
2. In order to promote the use of early proactive resolutions, we will establish a baseline for the percentage of public complaints resolved in this way by the end of March 2022.
3. The Directorate of Professional Standards will implement a plan by September 2022 to reduce the 2020-21 baseline of 155 days on average taken to resolve a complaint. This will include:
 - Implementing regular meetings with the new Professional Standards chief inspectors to drive activity in local Professional Standards Units;
 - Ensuring the Professional Standards Transformation Programme has reviewed the end-to-end complaints process;

	<ul style="list-style-type: none"> • Undertaking a resourcing review of the Professional Standards Model; • Establishing Complaints Resolution Units. <p>4. The Directorate of Professional Standards Independent Advisory Group will be consulted on all critical decisions in the Professional Standards Transformation programme and invited to be a standing member of the Oversight Board to enable them to provide advice and feedback to improve our approach to complaints from the public and satisfaction rates.</p> <p>Overarching measurements aligned with Met Direction 2021-22:</p> <ul style="list-style-type: none"> • Percentage of public complaints resolved through early intervention – establish a baseline • Improve timeliness of investigations: time to deal with complaints
<p>Continuous improvement</p>	<p>Commitment 15 – We will make community engagement central in our use of powers</p> <p>We will implement the recommendations of the work of the Met’s Pre-arrest Handcuffing Review and the IOPC’s Learning Recommendations to the Met on Stop and Search (August 2020). 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>The actions for this commitment are led by the Director of Learning, reporting to the AC who leads for Professionalism.</p> <p>Actions for 2021-22</p> <ol style="list-style-type: none"> 1. We will reach a 95% completion rate for eligible officers and staff of ‘Public and Personal Safety’ Training which has been co-created with input from community leaders. 2. All recommendations from the Met’s Pre-arrest Handcuffing Review will be implemented by the end of March 2022. 3. All recommendations from the IOPC review of stop and search will be implemented by the end of March 2022. <p>Overarching measurements aligned with Met Direction:</p>

- **95% of eligible officers, PCSOs and Dedicated Detention Officers to complete Public & Personal Safety Training**

Commitment 16 – We will increase transparency and understanding of our use of powers

We will introduce a dedicated Met unit, the Policing Encounters and Powers 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 public and personal safety, Taser and stop and search teams into one central team improving our consistency, practice, understanding of impact and ability to learn 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.

The actions for this commitment are led by the DAC for Professionalism, reporting to the AC who leads for Professionalism.

Actions for 2021-22

1. The dedicated Policing Encounters and Powers Unit, which will lead the governance, oversight and scrutiny of policing encounters, will be created by the end of March 2022.
2. Through accessible public-facing videos, we will provide explanations of how Met officers and staff use our powers and perform our functions within the law. We will create at least one public facing video each quarter.
3. We will establish policing encounter panels in each BCU by the end of March 2022, to encourage community discussion and feedback on local police activity, and improve transparency for police use of force.

Overarching measurements aligned with Met Direction 2021-22: Improvement in responses to the Public Attitude Survey for the following questions:

- ‘The Met treat everyone fairly regardless of who they are’
- ‘How confident are you that the Police in this area use their Stop and Search Powers fairly?’
- ‘The Metropolitan Police Service is an organisation that I can trust’