

**MOPAC**MAYOR OF LONDON  
OFFICE FOR POLICING AND CRIME

## MPS-MOPAC JOINT AUDIT PANEL

### 4 July 2022

### MPS Diversity and Inclusion Strategy Update

Report by: T/DAC Jane Connors

#### Report Summary

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

This report is to provide a 6 monthly update of the Met's Strategy for Inclusion, Diversity and Engagement (STRIDE). It will include an update on the implementation of STRIDE and the 2<sup>nd</sup> Action Plan (2022-23), the Governance arrangements and how cultural change is being achieved.

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

- Work on measurement of the outcome of the STRIDE plan is ongoing and links into the trust and VAWG work including more granularity from the public attitude survey.

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

- There is some overlap with the Rebuilding Trust and VAWG work particularly on intersectionality and engagement.

#### Recommendations

N/A

## 1. Supporting Information

1.1 The **2022/2023 STRIDE Action Plan** builds on the STRIDE Strategy 2021/2025 and the STRIDE Action Plan 2021/2022.

The MPS has for the first time published its updates on the STRIDE Strategy 2021/2022 reflecting on where it has more to do in certain areas and has ensured they are captured in the 2022/2023 plan.

The 2022/2023 plan format is consistent with the existing Action Plan with the current 16 Commitments overall (separated into the areas of: Protection, Engagement, Equality and Learning) and an additional Commitment – commitment 17 to reflect the NPCC Race Action Plan.

During the period of the 2021/22 Action Plan we focused on greater engagement opportunities and communication with our communities through Positive Activity Initiatives (PAIs), the Ride Along Scheme and Walk and Talk. We also supported young people through the roll out of Safer Schools Officers as well as utilising MOPAC funding for diversionary activity in custody.

The 2022/23 action plan follows consultation across the Met including focused discussion and update at the STRIDE Delivery Board in May. The publication of the plan has been delayed slightly as work was undertaken to ensure the plan aligned our Action Plan with the NPCC Race Action Plan which was published in draft form on the 24 May. The STRIDE action plan 2022/2023 continues to reflect our commitment to inclusion diversity and engagement.

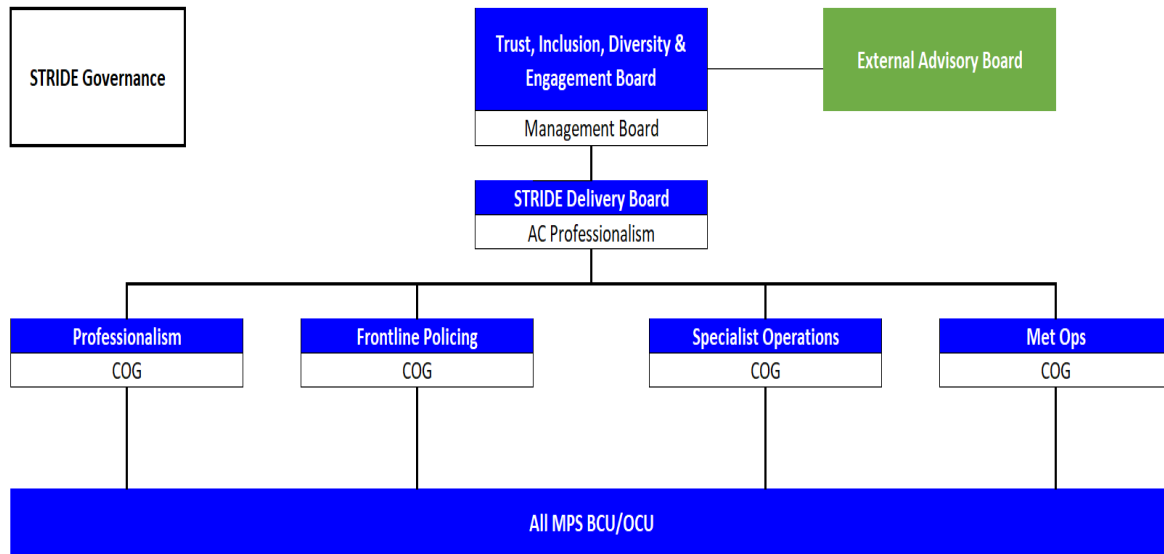
The Mayors' Action Plan has been completed in full and ongoing governance of work has been incorporated into STRIDE.

The commitments within the action plan include outcomes and measures to enable the MPS to reflect the impact of the STRIDE plan. The MPS has the aspiration to incorporate these measures into a dashboard to visibly demonstrate our progress against the plan.

Governance of the STRIDE work is co-ordinated and reported through the Trust and IDE Board, STRIDE Delivery Board and External Advisory Board.

### 1.2 STRIDE Action plan 2022/2023.

It is anticipated that the 2022/2023 STRIDE action plan will be signed off on 30<sup>th</sup> June. The draft plan, which may be amended before sign off, forms Appendix A.



**2. Equality and Diversity Impact**  
NA

**3. Financial Implications**  
NA

**4. Legal Implications**  
NA

**5. Risk Implications**  
NA

**6. Contact Details**  
Report author: Jane Connors, Director of DAC Organisational Improvement

**7. Appendices**

**Appendix A – STRIDE Action Plan 2022-2023**

# STRIDE

## Action Plan 2022-2023

The Met's Strategy  
for Inclusion, Diversity  
and Engagement





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# Committing to Action

**The Met's Strategy for Inclusion, Diversity and Engagement 2021-2025 (STRIDE) sets out the changes we are committed to achieving, by working with our communities and partners, to improve Londoners' safety and their trust in the Met. It also includes the actions we will undertake to improve the experience of our own people and the culture they work in, as well as setting out how we'll continue to develop our professionalism and capability, in order to deliver for Londoners.**

This approach remains as relevant now as it did when STRIDE 2021-2025 was created through a wide consultation process and launched in September 2021. But in order to reflect the ever-changing times, we have updated our plans for the year ahead, ensuring they complement the **Mayor's Action Plan**, our own **Violence Against Women and Girls Strategy**, the **MPS Rebuilding Trust Strategy** and the recently-published **Police Race Action Plan**, developed by the National Police Chiefs' Council and the College of Policing. All of these enrich, drive and support our STRIDE Strategy.

The most important parts of the STRIDE Strategy 2021-2025 are the four programmes for **Protection, Engagement, Equality and Learning**, the clear commitments we make within each programme and - crucially - the actions that we develop with our communities, partners and advisers and which we then follow up on.

We have reflected deeply on the Met's relationships with Black Londoners and have supported and welcomed the creation of the Police Race Action Plan (developed jointly by the National Police Chiefs' Council (NPCC) and the College of Policing). In our determination to become an actively anti-racist organisation, we have added a new commitment to this year's STRIDE plan, to ensure we continue to prioritise and hold ourselves to account in how we improve policing for Black communities.

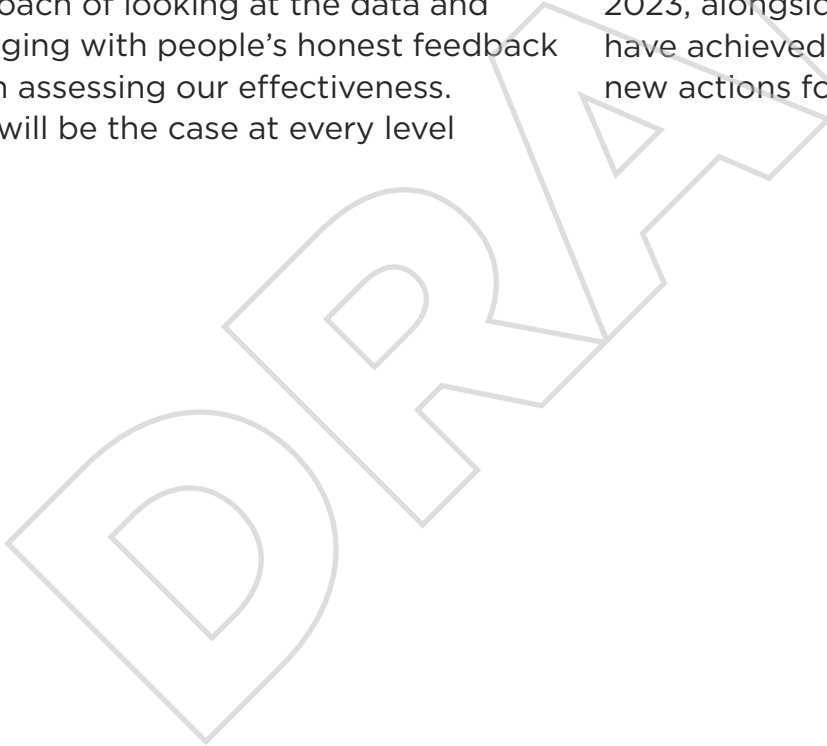
Each commitment has a clearly-identified senior leader who reports to a member of the Met's Management Board and is responsible for delivering results. Our progress will always be reported publicly; this year's Action Plan contains a review of our achievements to date, since the publication of STRIDE and our first Action Plan, last September (2021). We have been honest about where we have fallen short of our ambitions and have also been clear about what we have achieved.

We remain ambitious for change: we know from experience that using a policing performance approach, in our focus on diversity, inclusion and engagement, will help us deliver the right results quickly. Therefore, wherever possible, we have set targets and timelines for delivery. But we also know that to succeed, we must listen and act on what our communities, staff and partners tell us about how our work impacts them.

We will continue to use this parallel approach of looking at the data and engaging with people's honest feedback when assessing our effectiveness. This will be the case at every level

of review — our local STRIDE Boards, our Met-wide STRIDE Delivery Board and ultimately at our Commissioner-led, **Trust, Inclusion and Diversity Board**.

So, it is worth saying again: The most important parts of the STRIDE Strategy 2021-2025 are the four programmes for Protection, Engagement, Equality and Learning, the seventeen commitments within them and the actions we will take to fulfil our commitments. The programmes and commitments are set out in this STRIDE Action Plan for 2022-2023, alongside a summary of what we have achieved in 2021-2022 and the new actions for 2022-2023.





# Sir Stephen House

## Reflections and a look forward

**When we first published the Met's STRIDE Strategy 2021-2025 in September 2021, we committed to taking action. We have made good progress in the months since, and yet we know we have much more to achieve – and we are determined to do so.**

While overall trust in policing remains high (the Mayor's Public Attitude Survey shows on average 73% of Londoners trusted the Met in 2021-22), across a number of communities – notably Black communities, people with a mixed ethnic background and LGBT+ Londoners – levels of trust are much lower.

There have been significant achievements since last September when the STRIDE Strategy was published. Reductions in violent crime with thousands fewer victims, the protection of the vulnerable and exploited through our work tackling county lines drugs crime, the proactive work by our predatory offenders unit and record numbers of police officers are notable.

But the year also saw too many moments when we let our communities down. From the jailing of a Met officer for the murder of Sarah Everard, the findings of the East London Inquests into the murders of four men by Stephen Port, the misconduct case for discriminatory

behaviour within a team at Charing Cross Police Station or the jailing of two constables for photographing the murder scene of Bibaa Henry and Nicole Smallman – our deep sense of shame and outrage drives us to improve.

We want our communities and colleagues to know what we stand for: that we strive to be inclusive, respectful and fair. Each and every one of us must be **actively** against sexism, racism, homophobia and all forms of discrimination or abuse of trust.

Through STRIDE and this Action Plan, we will challenge ourselves and our policies, procedures, operations and culture, to see where in the Met discrimination and bias exist. Every serving and new member of the Met will be in no doubt about the behaviour that is expected of them and the duty we all have to act where we see discrimination. This is what valuing professionalism and integrity means and how well we do that is what we should be judged on.



STRIDE is one part of our response. We have brought in Baroness Casey of Blackstock to review our standards and culture, we've delivered our inclusive leadership programme, we've made great strides in our workplace adjustment provision, and we continue to learn from, share and celebrate the diversity of our officers, staff and volunteers within the Met.

I'm proud of how, by actively listening to our communities, we've made improvements in the service we deliver, in opening ourselves up more and engaging – whether through ride-alongs, walk and talks, policing encounter panels, our outreach recruitment programme, our new complaints resolution unit or our safer schools activity.



**Sir Stephen House**

Acting Commissioner of Police of the Metropolis

June 2022

We want our communities' and our colleagues' experiences of the Met to be positive, for everyone to feel and be safe and for the Met to inspire the confidence of all Londoners. Our sustained and relentless activity from last year is transforming our approach to inclusion, diversity and engagement and I'm optimistic, as we move into year two of STRIDE, that the ambitious actions we have set will deliver the changes we want to see and feel.

# Protection

# 01

## Review of actions for 2021-22 and actions for 2022-23

### Keeping London safe for everyone

#### 1 We will confront those who cause pain and fear through hate crime

We will confront those who cause pain and fear through hate crime<sup>1</sup>. 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.

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.

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

#### Review of actions for 2021-22

Below we detail the five actions we pledged to undertake in the 2021-22 STRIDE Action Plan under Commitment number one. We review our achievements and, where necessary, detail any outstanding activities that will be carried forward into the 2022-23 Action Plan.

- 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.

## Protection review of actions for 2021-22 and actions for 2022-23

This has been achieved; HCOPS will receive a further eight training sessions during 2022-23 to maintain their professional development and continue to enhance the service they deliver to victims of hate crime.

**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'<sup>2</sup> will be increased to 80% by March 2022.**

Completion rates for 124H (hate crime risk assessment form) currently stand at 50%, due to issues we have identified around IT functionality. Whilst we are confident that the forthcoming implementation of our integrated IT system, CONNECT, will resolve this, this action will be carried forward into the 2022-23 Action Plan, to ensure victims of hate crime are offered appropriate and tailored services.

**3 To support activity to bring hate crime suspects to justice, first contact is to be made with 90% of outstanding suspects within 28 days.**

65% of outstanding hate crime suspects are contacted within 28 days. We acknowledge that despite the relatively small numbers involved, there is still progress to be made here and therefore this action will be carried forward by the Hate Crime Working Group, using the improvement plan which has been produced by the Met's Lead Responsible Officer for Hate Crime.

## Protection review of actions for 2021-22 and actions for 2022-23

**4 To improve file quality standards and prevent failed prosecutions, focusing on Disability and LGBT+ hate crime 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.**

This has been achieved; we have improved hate crime file standards through training, support and an improved governance programme, delivered in partnership with the CPS. Reporting levels are rising; Transphobic crime reporting has increased by 50%. We will continue to monitor and oversee this work within the Hate Crime Working Group to ensure that our service to Disabled and LGBT+ victims remains a key focus.

**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.**

The Hate Crime Working Group has been established with work ongoing to address under-reporting. Work to improve the service received by victims of disability hate crime continues and is incorporated into the ongoing review work with the CPS, and remains an action for 2022-23.



## Protection review of actions for 2021-22 and actions for 2022-23

### Summary

Greater levels of reported hate crime, we believe, indicate that victims have increased levels of confidence in reporting incidents to us. We know that our response to providing referrals to support agencies, advice about online safety or pursuing a prosecution needs to be more consistent for all; therefore we are retaining several actions, ensuring they are progressed by the Hate Crime Working Group.

### Actions for 2022-2023

- 1** We will 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% after the implementation of our integrated IT system, CONNECT.
- 2** We will improve outcomes and victim satisfaction, focusing on Disability and LGBT+ hate crimes which currently have the lowest positive outcome rate. We will improve the number of sanctioned detections for these crime types and the number of successful prosecutions, by continuing to better support victims of hate crime and continuing to improve file quality.
- 3** All Basic Command Units (BCUs)<sup>3</sup> will put in place and deliver an action plan to improve detections and victim satisfaction for hate crime.
- 4** We will work with the National Police Chiefs' Council (NPCC) and the College of Policing to develop a more effective police response to hate crime committed against Black people, including online and in social media.

## Protection review of actions for 2021-22 and actions for 2022-23

### **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 (PAIs) 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<sup>4</sup> patrols 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 Frontline Policing.**

#### **Review of actions for 2021-22**

Below we detail the five actions we pledged to undertake in the 2021-22 STRIDE Action Plan under Commitment number two. We review our achievements and, where necessary, detail any outstanding activities that will be carried forward into the 2022-23 Action Plan.

- 1 To increase trust and reduce crime, we will increase the number of Positive Activity Initiatives (PAIs) rolled out across Basic Command Units (BCUs), with each BCU to deliver six PAIs by the end of March 2022.**

## Protection review of actions for 2021-22 and actions for 2022-23

A survey following a PAI in Central North BCU in Blackstock Road showed that trust in the Met rose from 70% to over 93%.

Positive Activity Initiatives, where we work with local communities to deliver crime prevention activities to help improve the feeling of safety for residents and develop closer relationships with local policing teams, have been very successful. We have delivered over 72 initiatives across London in 2021-22, equating to six per BCU. Evaluation is built into the planning of each initiative and shows that PAIs are successful at improving trust and confidence in the Met.

To build on this success, we are maintaining this action and will stretch their reach to include our 19 Town Centre Teams.

**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 and requested by members of the public by the end of March 2022.**

“Everyone can attest to the fact that confidence in the police has kind of taken a dent but I think as the police are doing right now, engaging with the community, making sure that they’re visible and talking to them, this will help confidence to be built up again.”

South London councillor

The ‘Walk and Talk’ scheme is fully established and further work is underway to maintain the sharing of good practice and assess the benefits of linking this to the Ride Along Scheme application process.

## Protection review of actions for 2021-22 and actions for 2022-23

**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.**

Ride Along is a scheme which offers members of the public the chance to join officers on patrol and experience daily policing first hand, getting an insight into what it's like to be a police officer on shift and an opportunity to speak to police officers on a one-to-one basis, gaining greater knowledge of how we police, including how stop and search powers are used. It has been very successful – since February 2022 over 180 people have taken part, with over 100 further applicants in the pipeline. The delivery model, alongside the 'Walk and Talk' scheme, is subject to review, to ensure the sharing of good practice. This will remain an action for 2022-23.

**4 To improve the safety and confidence of school children, we will offer 'Schools Watch' to all 260 priority schools across London.**

Since this action was established, the number of priority schools has been extended to 395 schools across London. All 395 have been offered access to Schools Watch, a scheme which provides safe routes for pupils travelling to school.

We remain committed to working with our partners in education, social care and beyond to ensure we support the needs of our young people. To extend this focus, in 2022-23 our work linked to schools will be subject of specific actions.



## Protection review of actions for 2021-22 and actions for 2022-23

“The Community Impact Task ensures that our new recruits have direct contact with local communities, groups and faith leaders. My experience is that I have been able to support officers in their learning about the Jewish faith in Haringey, as well as how members of the IAGs can support them in all aspects of local policing.”

IAG chair

**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.**

The mandatory Community Impact Task has now been completed by 98% of new Met recruits, with the 2% non-completion rate due to sickness or injury. No recruit can complete their training without completing this task.

### Summary

Tackling violence is one of the Met’s top priorities and the work and dedication of our officers and staff resulted in falling rates of violence across London in 2021-22, an achievement which goes against the trend seen in many other large cities. We recognise that we have to work harder to improve the level of public trust and programmes where the public can join us, though initiatives such as Positive Activity Initiatives, Ride Alongs and Walk and Talk playing a very important role.

## Protection review of actions for 2021-22 and actions for 2022-23

### Actions for 2022-2023

- 1** To increase awareness of the Met's work and build trust and confidence in our work protecting the public, achieving justice and supporting victims, we will host regular publicly accessible online 'How We Solved It' content explaining the investigative work that led to specific crimes being solved.
- 2** We will increase the number of young people involved in the Met through increasing our number of Volunteer Police Cadets. We will increase our adult Met volunteering base to 30,000 by March 2023 to support the delivery of our work with communities to reduce violence and build trust.
- 3** We will increase the number of Positive Activity Initiatives to at least 144 across London in the next 12 months including PAIs carried out by our newly formed Town Centre Teams and will maintain our focus on improving the levels of participation within our Ride Along Scheme and Walk and Talk Scheme.
- 4** We will support the NPCC and College of Policing in their work around community trauma and reconciliation approaches to help build trust, confidence and engagement with Black communities, being open to trialling different approaches.

## Protection review of actions for 2021-22 and actions for 2022-23

### **3 We will work with partners to reduce the criminal victimisation of those who are most disadvantaged**

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 Frontline Policing.

#### **Review of actions for 2021-22**

Below we detail the four actions we pledged to undertake in the 2021-22 STRIDE Action Plan under Commitment number three. We review our achievements and, where necessary, detail any outstanding activities that will be carried forward into the 2022-23 Action Plan.

- 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.**

Whilst we recognise that there are opportunities to further increase the number of third party reporting sites, we are content with the number of partners already supporting this approach. Their valuable work helps us to tackle under-reporting within our vulnerable communities.

## Protection review of actions for 2021-22 and actions for 2022-23

“Working with a local community leader, our neighbourhoods SLT and schools and youth engagement inspector attend a weekly Friday community meeting chaired by the community leader. The key is that at least one of us is always there so we become a familiar and trusting face and not just a different Met officer each week.”

Inspector, Croydon

**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.**

The Met’s involvement in Croydon remains an example of good practice, working closely with the local community to engender mutual trust and confidence. BCU neighbourhood leads have been briefed on the Croydon model; implementation of local partnership working initiatives will be adjusted based on local needs.

**3 To start to remove some language barriers, we will explore the provision of British Sign Language (BSL) in the 101 service, with a proposal document to be presented to STRIDE Delivery Board by the end of March 2022.**

Supporting those with a disability and removing barriers to reporting crime remains a priority. On 17 June, BT are launching a service which will provide access to BSL users. Emergency services will be provided through an emergency video relay service to be known as 999 BSL. This is a significant change to enable barriers to be broken down.



## Protection review of actions for 2021-22 and actions for 2022-23

**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.**

We remain committed to working with our partners in education and social care to support the needs of young people. Every secondary school in London now has a Safer Schools Partnership or a named officer. To extend this focus, work linked to this programme remains in the 2022-2023 Action Plan.

### Summary

We want the Met to be as accessible as possible to all communities of London. Working with schools, parents, teachers and education departments is important in protecting some of our most vulnerable, especially young Black people, who are disproportionately represented as victims and perpetrators of violence. Overcoming some of the barriers to reporting requires further exploration and investment, and so these actions are carried forward into the new STRIDE Action Plan.

## Protection review of actions for 2021-22 and actions for 2022-23

### Actions for 2022-2023

- 1** We will monitor the provision of the British Sign Language 999 service offered by BT from 17 June 2022. We will test and evaluate the impact on our service users. The initial outcomes and user experience/satisfaction report will be presented to STRIDE Delivery Board by the end of October 2022.
- 2** To improve awareness of how the Met supports all Londoners, particularly those who are disabled, we will deliver a bespoke information campaign, as part of National Inclusion Week at the end of September 2022.
- 3** We want our Safer Schools officers to provide a service that reflects the needs of the young people in the schools they serve. Recognising that policing is only one element of a Safer Schools Partnership, we will work with partners to establish a governance structure that will bring senior partners together to evolve, maintain and oversee the delivery of the Safer Schools Partnership. Partners will include MOPAC, head teachers, teaching leads, the Youth Justice Service and others with an interest in schools and the development and safety of young people.



## Protection review of actions for 2021-22 and actions for 2022-23

### **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 the 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<sup>5</sup> criminal activity, ensuring the best support for those suffering from 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 Frontline Policing.**

#### **Review of actions for 2021-22**

Below we detail the three actions we pledged to undertake in the 2021-22 STRIDE Action Plan under Commitment number four. We review our achievements and, where necessary, detail any outstanding activities that will be carried forward into the 2022-23 Action Plan.

**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.**

The Protocol has been fully implemented with training delivered to over five thousand officers. We are committed to embedding the Protocol further into our operations and therefore more training sessions for new officers and workshops with BCUs and local authorities are in place for 2022.

## Protection review of actions for 2021-22 and actions for 2022-23

**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.**

MOPAC has supported the rollout of the ENGAGE partnership project, with funding for 2022-23. A network of youth workers across all BCU custody facilities is currently in development. They will engage with young people in custody, explain the many paths available, and then develop a plan to divert them away from offending.

**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 Services; 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.**

Following the MASH pathway review, the recommendation was for a standardised, pan-London approach for young people. This is currently under further review to ensure young people's needs are met. Training for officers is ongoing, with options being presented to the Met Public Protection Improvement Board in Spring 2022. This work was always seen as long-term and will continue into the 2022-23 Action Plan.

## Protection review of actions for 2021-22 and actions for 2022-23

### Summary

'Prevention is better than cure' is as relevant for policing as it is for medicine. Our continued work with partners is helping us to better support young people; we are confident that this partnership work maximises the positive outcomes we want following any interaction with the Met.

DRAFT

## Protection review of actions for 2021-22 and actions for 2022-23

### Actions for 2022-2023

- 1** To improve support to young people who are suffering mental ill-health, we will (a) continue our 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.
- 2** We will work with partners to minimise the disproportionality of Black and Asian young people entering the criminal justice system by utilising various out of court disposal options including deferred prosecutions, community resolutions and restorative justice. These offer a young person an alternative to charge through a process of diversion. Outcomes will be measured through the Criminal Justice Improvement Board reporting into the Criminal Justice Effectiveness Board and ultimately the London Criminal Justice Board (LCJB).
- 3** Safer Schools officers, youth engagement officers and officers working within Violence Suppression Units on BCUs will be made aware of and trained on the referral pathways for young people into the opportunities afforded by our Volunteer Police Cadets programme and Premier Kicks. Referrals into these schemes will be monitored through the Met's Crime Prevention and Trust Board.



## Protection review of actions for 2021-22 and actions for 2022-23

### **17 Working with our Black communities and partner organisations, we will seek to improve the trust, confidence and safety of Black communities and people, prevent crimes that disproportionately affect them and better support them if they are victims of crime.**

We know that there are lower levels of trust in the Met within Black communities in London, and locally and nationally Black people tell us they feel 'over-policed and under-protected'. We want to keep London safe for everyone and are working hard at improving levels of trust. There is more to do, though.

We know that young, Black Londoners are disproportionately more likely to be victims of serious violence and murder, more often subject of police enforcement activities and disproportionately represented in the criminal justice system. There are concerns that our presence in schools, there to protect and divert young people from crime, may unintentionally have a detrimental effect on Black children. Advocates tell us that Black women are less likely to report they have been victims of domestic violence or serious sexual assault; among their reasons being they have little confidence in the police.

We cannot make improvements in these areas in isolation; they require strong and committed partnership working. We will invest in this in 2022-23 in the knowledge that this will need to continue into future years.

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

## Protection review of actions for 2021-22 and actions for 2022-23

### Actions for 2022-2023

- 1** To underpin the Met's reviews of disproportionality in key interactions and use of powers that disproportionately affect Black people, we will begin a series of reviews, supported by external, independent partners, to consider findings collectively. This includes use of powers outlined in the Police Race Action Plan including the power under section 163 Road Traffic Act to stop vehicles, stop and search and use of Taser. A summary of this programme of work will be shared publicly by January 2023.
- 2** We will ensure our Safer Schools officers' work is reflective of the needs of all young people in London, and take action to minimise any potential for adverse impact on young, Black pupils. This work will be overseen by the partnership described in [Commitment 3](#) with a specific focus on Black pupils. Within this, we will share our research into the impact of schools officers and work with MOPAC and partners to develop joint strategic oversight of prevention and diversion work within schools.
- 3** We will work with partners and other organisations to enhance training and awareness for officers investigating domestic abuse and serious sexual offences, piloting the delivery of training by African Heritage people on African and Caribbean Heritage women's experiences of abuse.
- 4** Research shows how adultification bias can result in Black children being perceived as less vulnerable and more culpable in encounters with statutory agencies. We are determined to ensure our training and work to improve cultural competence is based upon the best available evidence and research. We will work with the

## Protection review of actions for 2021-22 and actions for 2022-23

College of Policing, communities and partner services to address this, being open to testing new training and/or ways of working.

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# Engagement

# 02

## Review of actions for 2021-22 and actions for 2022-23

### Consulting, listening and explaining

#### 5 We will ensure that every ward has a ward panel which people can engage with online

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.

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<sup>6</sup> data, which gives evidence of this working in practice, will be reviewed regularly at BCU performance meetings.

**The actions for this commitment are led by the Deputy Assistant Commissioner for Frontline Policing, reporting to the AC who leads Frontline Policing.**

#### Review of actions for 2021-22

Below we detail the four actions we pledged to undertake in the 2021-22 STRIDE Action Plan under Commitment number five. We review our achievements and, where necessary, detail any outstanding activities that will be carried forward into the 2022-23 Action Plan.

- 1 We will ensure that all 678 London wards (this number includes the newly formed wards) have an active ward panel established by the end of March 2022. This includes virtual access to the panel.

## Engagement review of actions for 2021-22 and actions for 2022-23

Forthcoming ward boundary changes have delayed completion of this action in full, hence it will be carried over into the 2022-23 Action Plan. All ward priorities have been set in conjunction with local communities with virtual panel meetings now set as standard, which have been shown to make meetings more accessible for all.

### **2 Ward panel handbooks will be made publicly available to all ward panels and local community members by the end of March 2022.**

The ward panel handbook has been launched and positive feedback indicates that it is a useful tool enabling ward panels to effectively support their neighbourhood officers and local communities.

“The ward panel handbook has been critical in providing the underpinning guidance to allow our ward panels to flourish and support the work the Met is doing to raise trust and confidence through open and transparent policing.”

BCU Chief Inspector

### **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.**

The survey has been successfully launched, with alternative language options available. To date nearly 80% of wards across London have accessed the survey, giving us valuable insight about ward panels, their make-up and what their members hope to achieve from them.

## Engagement review of actions for 2021-22 and actions for 2022-23

**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 (PAS) data, which gives evidence of this working in practice, will be reviewed regularly at BCU performance meetings.**

Each BCU now has a ward panel improvement plan. PAS data is reviewed at all BCU performance meetings to identify areas for improvement in building trust and confidence in the Met.

### Summary

We are proud of what has been achieved to date in enhancing the role of our ward panels. We are committed to providing a comprehensive support package for ward panel members, acknowledging their important role. We will monitor a ward panel's effectiveness through the enlarged Public Attitude Survey, recognising that it is officers working together with our ward panel members, who will assist in delivering the improvement in trust and confidence we need.



## Engagement review of actions for 2021-22 and actions for 2022-23

### Actions for 2022-2023

- 1** We will ensure that all 678 of London's wards have an active ward panel established, following the finalisation of ward boundary changes. This includes virtual access to the panel. Progress will be reported to STRIDE Delivery Board by September 2022.
- 2** To support the development of ward panel chairs and the development of ward panels within a BCU, each BCU Commander will lead an online listening and consultation event twice a year. This will be designed to capture feedback on ward panel improvement plans on each BCU.
- 3** BCUs will increase the use of their ward panels and IAGs in considering the potential community impact of pre-planned policing operations and/or changes to local policing practices, particularly where they have the potential to impact disproportionately on different groups.
- 4** We will map out and publicise the ways in which Black voices can influence policing in London in wards and at BCUs through their ward panels, working with the community to identify any gaps and seek new and creative ways of filling these. We will organise and deliver a minimum of 12 'Behind the Badge' summits where ward panels, senior leaders and local officers will meet their local Black communities.



## Engagement review of actions for 2021-22 and actions for 2022-23

### **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.**

#### **Review of actions for 2021-22**

Below we detail the four actions we pledged to undertake in the 2021-22 STRIDE Action Plan under Commitment number six. We review our achievements and, where necessary, detail any outstanding activities that will be carried forward into the 2022-23 Action Plan.

**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.**

We have secured the appointment of three Digital Engagement Officers, with adverts for the remaining roles in place. Recruitment timelines have been longer than planned, however to ensure support is in place we continue to support the development of BCU specific digital communications plans.

## Engagement review of actions for 2021-22 and actions for 2022-23

**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)

Both paid for and non-paid for communications have been delivered. Our ‘Behind the Badge’ continues as a strengthening brand, featuring interviews with a real range of our officers on minority media outlets. Several BCUs have far exceeded the targets set. These interviews are being complemented by bespoke ‘summits’, bringing together a range of officers to interact with wider groups online.

The ‘Hard Calls Save Lives’ campaign has been delivered, with over a thousand people accessing the Crimestoppers report form and over 525 reports directly submitted.

## Engagement review of actions for 2021-22 and actions for 2022-23

Evaluation of the 'Now More Than Ever' recruitment campaign showed that 45% of Londoners recalled the campaign. Black African Londoners had the highest levels of recall. Those from Pakistani (51%) and Indian (48%) heritage were most interested in finding out more.

**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 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.

Technological issues have prevented us launching this action, however work is now underway. The first phase, due to be delivered in March, was postponed but has been rolled out through May and June 2022. To ensure the whole programme of work isn't delayed by the launch moving back, we have already begun the development of phase two on those wards with the lowest confidence levels.

**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.

This review has been completed and shown to be effective in responding to matters of public concern, particularly 'viral' videos. To ensure this is embedded in wider practice, a Complaints Resolution Unit has been established, providing a real time response for all relevant complaints, improving our timeliness in communicating with complainants.

## Engagement review of actions for 2021-22 and actions for 2022-23

### Summary

We have had mixed success on our two way engagement commitments, with some of our stated activity not progressing at the pace we had anticipated. However, to counter those issues we have not limited ourselves to our stated commitments and have been progressing other opportunities for engagement, such as through online question and answer sessions, community listening, engagement and advocacy activity, as well as Outreach Team recruitment events.

Meeting both our officer growth ambitions and encouraging more people from diverse backgrounds to join the Met has also been challenging. We know the job market is buoyant and we have not achieved the numbers we are aiming for. We also recognise wider confidence in the Met affects people considering a role with us; our reputation has been affected by the actions of some of our officers.

We need to continue to seek ways to connect with those with lower levels of trust and confidence in us. Therefore we are retaining the focus we have initiated on those wards, identified in the extended Public Attitude Survey, with the lowest levels of confidence in the Met.



## Engagement review of actions for 2021-22 and actions for 2022-23

### Actions for 2022-2023

- 1** We will appoint six digital communications officers across different BCUs. They will support the BCUs with strategies for improving two-way digital communication between the Met and local communities. Feedback will be captured and reported back into BCU senior leadership teams and the Directorate of Media and Communication (DMC).
- 2** To reach wider and more diverse audiences, we will increase the number of media channels used to complete two-way engagement, recruitment awareness and how we highlight Positive Activity Initiatives. This will include a monthly question and answer event on our Met Instagram channel.
- 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 receive information from us. This is to build awareness of local policing activity and how to contact their local police.





## Engagement review of actions for 2021-22 and actions for 2022-23

### **7 We will engage with, understand and celebrate all of London's communities**

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.

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.

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.

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

### **Review of actions for 2021-22**

Below we detail the four actions we pledged to undertake in the 2021-22 STRIDE Action Plan under Commitment number seven. We review our achievements and, where necessary, detail any outstanding activities that will be carried forward into the 2022-23 Action Plan.

## Engagement review of actions for 2021-22 and actions for 2022-23

“It was a pleasure to have been at the event, many thanks to the senior officers for attending to support fellow Muslim officers. It was an absolute honour to have met them in person.”

PC following an Iftar event at New Scotland Yard, organised by the Association of Muslim Police

- 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.**

Our Met Engagement Delivery Group is in place and meets fortnightly to consider the wide variety of anniversaries and events that take place across London. Our approach recognises the different levels of confidence there are in the Met from different groups and aligns its priorities to celebrate those key communities in London, whilst acknowledging the rich and vibrant nature of all London’s communities.

- 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.**

“A key challenge is ensuring younger voices are heard on IAGs, with the majority of our members being over 40. The engagement of the IAG chair is critical and so we have been supporting our local chair to reach out to ‘seldom heard’ groups through informal and professional networks.”

BCU neighbourhood lead

Obtaining a baseline of Independent Advisory Group diversity data is challenging, as IAG members are not required to share their protected characteristics; for some this is sensitive information. Therefore our focus has been on each BCU considering how to ensure their IAGs, which are borough based, represent the whole community. The newly-published [Engagement Handbook](#), available on the Met website publicly, will be important in facilitating the conversations about the Met with potential members. To maintain focus on hearing from all Londoners, we will carry this action over to 2022-23.

## Engagement review of actions for 2021-22 and actions for 2022-23

**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.**

This action has been considered during 2022 and, following a full review of Volunteer Police Cadet (VPC) guidance, this action will not be progressed. There is a cost implication for ensuring appropriate vetting; this funding was agreed, but the action is contrary to the Met's approach of minimising one-to-one contact with VPCs, an approach that keeps all involved in this important work safe.

**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.**

We have produced our MPS [Engagement Handbook](#), the first time the Met has incorporated an explanation of our structure, with how to get involved in policing. We have outlined the wide variety of opportunities from volunteering or being a special constable, to joining an advisory or monitoring group.

### Summary

We are proud to have created the Engagement Handbook, which gives us a platform to share information about the Met and our increasing openness to Londoners. However we remain mindful that not all communities trust us and therefore we need to focus our efforts to really hear all voices. The development of volunteering opportunities, led by the London

## Engagement review of actions for 2021-22 and actions for 2022-23

Safety Centre (LSC) has been particularly positive and we intend to continue to grow this area to better support our volunteers, cadets and special constables – to share an even more diverse and inclusive Met.

### Actions for 2022-2023

- 1** We will continue to encourage greater diversity of membership of the public forums with which we engage, such as Independent Advisory Groups. We want to hear as many voices across London as possible. The newly published Engagement Handbook will help us to publicise the ongoing work we are completing, increasing our ability to obtain feedback from our communities. We will create youth panels and forums across all BCUs to enable the voices of young people to be threaded through local policing.
- 2** To ensure the Met utilises the voices of its staff living in London, who as members of the Met are not able to join our advisory and reference groups, each BCU Commander will host one online event a year. These events will be designed to capture feedback specifically from the Met staff living in those BCUs.
- 3** We will continue to mark, celebrate and acknowledge key religious, cultural and historical events and dates supporting our diverse communities. This work will be supported by our Staff Support Associations (SSAs) and inform our policing responses and engagement strategies. We will publish opportunities to be involved in advance and articles on the events afterwards through the digital communications officers and local BCU contacts. This work will be supported by the London Safety Centre and our networks of volunteers.

## Engagement review of actions for 2021-22 and actions for 2022-23

- 4 The London Safety Centre will continue to expand and we will advertise volunteering opportunities and activities available across London. The volunteers network will enhance our ability to work with our communities in a positive way. The number of volunteers in the London Safety Centre will be increased by ten percent in the next twelve months.

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## Engagement review of actions for 2021-22 and actions for 2022-23

### **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 MOPAC.

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 key inclusion, diversity and engagement reports and recommendations.

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

#### **Review of actions for 2021-22**

Below we detail the four actions we pledged to undertake in the 2021-22 STRIDE Action Plan under Commitment number eight. We review our achievements and, where necessary, detail any outstanding activities that will be carried forward into the 2022-23 Action Plan.



## Engagement review of actions for 2021-22 and actions for 2022-23

- 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.**

We are collaborating with the Open Data Institute and consulting with the public, partners and stakeholders to deliver this action. This is a long-term action we want to get right as data is important in understanding the experiences of our minority communities and we will be continuing this work within the STRIDE Action Plan 2022-23.

- 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.**

We know that good quality source data is one of the cornerstones to ensuring we can assess our impact across the board for all Londoners. The gap analysis has been completed and was presented to the Met Data Board in early 2022. This reinforced our knowledge that improvements were needed to our recording of protected characteristics on Met data systems. The Met's new IT system, CONNECT, will comply with relevant national guidelines when it goes live, therefore we are carrying forward this action to the new Action Plan.

## Engagement review of actions for 2021-22 and actions for 2022-23

**3 Data Quality Board will improve data quality and increase the completion of self-reporting categories supported by the national ‘Safe to Say’ campaign, by the end of January 2022.**

We have not achieved this action as quickly as we wanted as it requires us securing greater confidence in sharing very personal information, as well as ensuring our recording processes are clear. However, the ‘Safe to Say’ campaign will drive this work internally, where we want everyone to be confident in providing their demographic and protected characteristic details. We will maintain focus on this complex area for the 2022-23 STRIDE Action Plan.

**4 By the end of December 2021, we will create a section of the Met website to provide the information set out in this commitment.**

We have uploaded an initial set of documents onto the [Met website](#), including:

- The Met’s submission to the Home Affairs Committee on the Stephen Lawrence Inquiry report
- 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

We continue to build on these, ensuring our staff, the public and stakeholders can readily access information about the Met.

## Engagement review of actions for 2021-22 and actions for 2022-23

### Summary

The Met is a large organisation with over 44,000 officers and members of police staff. The roll out of our integrated IT system, CONNECT, is a huge challenge. Therefore we will maintain the majority of the actions above for 2022-23, to ensure that we continue to build an open and transparent Met, informed by accurate data sets.

### Actions for 2022-2023

- 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** Data Quality Board will continue to improve data quality and increase the completion of self-reporting categories including completing the national 'Safe to Say' campaign, to raise awareness and confidence. This will be a priority action for the Data Office within their Year of Data Quality in 2022 and will report to STRIDE Delivery Board by September 2022.
- 3** To improve standards and understanding of Met protected characteristic data, we will maintain our work with national policing partners to capture key demographic information within both our Met and national IT systems. This will include a focus month within the Met to raise awareness and input standards for ethnicity information.

# Equality

# 03

## Review of actions for 2021-22 and actions for 2022-23

### Recruitment, progression and retention

#### 9 We will work with communities and partners to achieve our recruitment, retention and progression aspirations for those from under-represented groups

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.

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 aspirations rise to 40% and 50% respectively.

To support this, we will:

- 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



## Equality review of actions for 2021-22 and actions for 2022-23

- 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 process, and
- Continue to reduce disproportionate outcomes in recruitment processes

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

### Review of actions for 2021-22

Below we detail the five actions we pledged to undertake in the 2021-22 STRIDE Action Plan under Commitment number nine. We review our achievements and, where necessary, detail any outstanding activities that will be carried forward into the 2022-23 Action Plan.

- 1 We will collaborate with the College of Policing and the Home Office Uplift Team to design a new assessment process that will reduce disproportionality. The consultation exercise for the new assessment process will be piloted from May 2022.**

We are collaborating with the College of Policing and Home Office and have developed a high level design for a new police recruit assessment process. Whilst the pilot has been delayed until Spring 2023 to better align with planned changes to the current delivery platform, our own internal positive action and process changes continue to reduce disproportionality.

## Equality review of actions for 2021-22 and actions for 2022-23

**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.**

We are very proud of the achievements which have been delivered through our Outreach Recruitment Programme, which is now fully in place. Over 50 officers across all BCUs lead events and support under-represented groups to consider a career in policing.

**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.**

We have established a Staff Retention Taskforce, now extended to incorporate inclusion and culture as part of our focus on our staff's end-to-end experience of being in the Met. We have developed an exit survey and are carrying out a review of the themes which have emerged. We plan to use these to develop new initiatives to retain and improve the experiences of our under-represented staff.

## Equality review of actions for 2021-22 and actions for 2022-23

In SW BCU, a DC appeared on Riverside Radio speaking passionately about racism, diversity and how her mum begged her not to join the Met. One of the listeners commented, "Brilliant insight into the Met Police. Thank you for sharing your experience."

**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.**

Our recruitment is now tailored to address specific barriers and support our recruitment and Outreach Team activity. Our 'Now More than Ever' recruitment campaign was particularly successful, increasing interest in the Met from Londoners from a Black Caribbean origin.

We acknowledge we have fallen short of our ambitious recruitment diversity aspirations, but we have made progress and recruited more officers from minority ethnic groups than the previous year. We will evolve our approach as recruitment overall remains challenging within the buoyant employment market in London.

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

This programme has been launched; its progress is being monitored at chief officer level and its overall success will be assessed in 2022, with a view of establishing this as a standard entry route into the Met.



## Equality review of actions for 2021-22 and actions for 2022-23

To date we have had over 400 responses to the accessible exit survey, which we have developed for all those retiring, resigning or transferring out of the Met (a 45% response rate).

Post-event analysis of Outreach events indicates they are having an impact. 55% of applicants who apply after visiting an Outreach event come from a minority ethnic background, of which almost a quarter are Black and almost half are women.

### Summary

Whilst we have yet to achieve our ambitious recruitment diversity aspirations, we have made positive progress against a challenging recruiting context with 23% of our new recruits this year from minority ethnic backgrounds.

Our Outreach Teams are the 'face' of the Met, working hard to make the Met an organisation where being different is positive. Our VPCs come from a hugely diverse range of backgrounds and we are working hard to support them into a career in the Met. All this work continues into 2022-23 as we know that we have challenging recruitment targets and, more than that, we want people to stay and feel they belong in our organisation.

### Actions for 2022-2023

- 1 We will mobilise partners, including through our Community Outreach Programme, to support and maximise opportunities to recruit officers from under-represented groups. We will report on the number of partners and impact data, to the STRIDE Delivery Board by October 2022.
- 2 We will work with the LGBT+ staff support association to extend access to the Career Development Service for LGBT+ colleagues.
- 3 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.

## Equality review of actions for 2021-22 and actions for 2022-23

- 4** To increase the proportion of sergeants and inspectors who are female and/or from minority ethnic groups 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.
- 5** We will establish the Culture and Inclusion taskforce across all BCUs to understand, evaluate and ultimately influence culture across the Met as part of our focus on our staff's end-to-end experience of being in the Met.

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## Equality review of actions for 2021-22 and actions for 2022-23

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

We will build on the 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 Trade 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 ethnic minority 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.**

### **Review of actions for 2021-22**

Below we detail the five actions we pledged to undertake in the 2021-22 STRIDE Action Plan under Commitment number ten. We review our achievements and, where necessary, detail any outstanding activities that will be carried forward into the 2022-23 Action Plan.

## Equality review of actions for 2021-22 and actions for 2022-23

“As a Career Development Lead, I am able to support female and under-represented colleagues achieve their potential. My role allows me to use my policing experience and seniority, to help the senior officers of the future. This means that I advise about future career pathways and signpost into mentor schemes, but also facilitate professional and leadership development. A key part of my role is to work as part of a BCU senior leadership team to identify and remove barriers to progression at a local level, sharing with other CDLs what works well, to bring a consistent Met approach.”

BCU Careers Development Lead

**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.**

We have established senior officers in each of the twelve BCUs, as Career Development Leads (CDLs). These are supported by two further CDLs within specialist departments.

**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.**

The Inspiring Leadership Programme is underway and after consultation, is due to be designed in Summer 2022. To support the development of Black constables now, we have piloted a personal development programme with an external provider and learning from this will be considered within the programme design. As this work remains critical to maintaining our increasingly diverse workforce, we will continue its focus in the 2022-23 STRIDE Action Plan led by the Director of Human Resources under [Commitment 9](#).

## Equality review of actions for 2021-22 and actions for 2022-23

**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.**

The ‘Lead On (Leading for London) Programme’, supporting minority ethnic and female sergeants and inspectors is under development, as a modular scheme. It will provide additional resources for the current Career Development Officers in their support programmes for under-represented groups. This remains a key aim for the Met and so will be retained within the 2022-23 STRIDE Action Plan led by the Director of Human Resources under [Commitment 9](#).

**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.**

To ensure its effectiveness, the Service Level Agreement proposal has been deferred whilst a programme of further consideration and development takes place. This has been started with a workshop held in April 2022, where we identified a number of key areas needing consideration within the programme. This SSA Development Programme is planned to be run monthly, for at least 12 months and will support the College of Policing’s considerations of the roles of national staff support associations and networks. It will remain in the 2022-23 STRIDE Action Plan.

## Equality review of actions for 2021-22 and actions for 2022-23

**5 CPIE (Crime Prevention, Inclusion and Engagement) Command will support each staff support association to refresh its internal website, including contact and support details by the end of March 2022.**

All staff support association websites on the Met's intranet have been reviewed. Required content and ongoing support will form part of the SSA Development Programme currently underway. The current SSA Directory, last published in 2020, is being updated to ensure that relevant information is available in the interim.

### Summary

Confidence in the Met from all our workforce is assessed yearly in our staff survey and in this STRIDE Action Plan 2022-23 we are including new actions from this survey. We know that Met-funded staff support associations provide a vital voice to our workforce. Our initial approach identified an opportunity to increase the level of senior support and input, so we have extended this work into 2022-23.

## Equality review of actions for 2021-22 and actions for 2022-23

### Actions for 2022-2023

- 1** To ensure the Met hears all internal voices, outputs from listening circles will be incorporated into the reviews of the Met Staff Survey at our Trust, Inclusion, Diversity and Engagement Board. We will thread the voices of our workforce into our framework so senior leaders are informed by what our people are telling us.
- 2** We will simplify our flexible working policy to make it easier for our people to get the flexibility they want. We will pilot this year, in two BCUs, new ways of approving flexible working requests so there is an assumption a line manager will say yes. Where that can't happen for strong operational reasons, we will use Local Resource Planning Meetings as a way of identifying suitable roles that could be done flexibly whilst balancing the demands on our teams.
- 3** We will support the accelerated roll out of Signa, our programme to tackle sexual harassment in the workplace, and work with the Network of Women and HeforShe allies, to address the gap between how confident different groups of our people are in challenging inappropriate behaviour.
- 4** To enhance understanding and Met support for Black colleagues, an internal video package featuring under-represented minority ethnic officers sharing their experiences of the Met will be produced. Content will include positive peer and leader actions. This will be shared with both new police officers and police staff line managers.
- 5** We will work with our Staff Support Associations to establish a clear operating framework, covering how the Met will support the associations and how the associations can best work with the Met to achieve the aims of STRIDE.



## Equality review of actions for 2021-22 and actions for 2022-23

### **11 We will continue to reduce disproportionality in our internal processes**

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.

We will involve our 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.

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

#### **Review of actions for 2021-22**

Below we detail the five actions we pledged to undertake in the 2021-22 STRIDE Action Plan under Commitment number eleven. We review our achievements and, where necessary, detail any outstanding activities that will be carried forward into the 2022-23 Action Plan.

- 1 Immediately incorporate a senior Human Resources lead for grievances into the work of the Disproportionality in Misconduct Working Group, to ensure cross learning, progression and development in line with other initiatives being considered by the Working Group.**

A member of the Grievance Management Team is now a key attendee at the Disproportionality in Misconduct Working Group, led by the Commander leading the Directorate of Professional Standards.

## Equality review of actions for 2021-22 and actions for 2022-23

**2 Review approaches in other organisations 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.**

Initial consultation has taken place with the NHS and consideration of their approach is underway, but the Met has prioritised other aspects of this work, particularly because police misconduct processes are subject to a police-specific legal framework.

**3 Review the ‘checks and balances’<sup>7</sup> process currently in place for misconduct referrals.**

The ‘checks and balances’ process remains in place, led by a chief officer, and considers relevant individual cases, to ensure the fair application of our internal processes.

**4 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.**

The progression of anonymised misconduct assessments has been completed on two separate occasions, with inconclusive outcomes. Therefore, this work has been extended and will continue throughout 2022-23.

## Equality review of actions for 2021-22 and actions for 2022-23

### 5 Assess whether there is disproportionality in the misconduct process in relation to disability, establishing a baseline of data by December 2021.

Full baselining of disability data, within the misconduct process, is ongoing, with the aim of having a full year's data, at the end of March 2023, as the final baseline for future work. This work is a long-term action and therefore the majority of the work will continue in the STRIDE Action Plan 2022-23.

#### Summary

Analysis shows that final outcomes in misconduct cases are comparable whoever you are and the grievance process is beginning to show reducing levels of disproportionality. As parts of the legislation are complex, it is critical that this work is carefully considered and any changes have a strong evidence base, as this ensures improvements are embedded. Furthermore, we are clear on our desire to have a more streamlined legal process, to address all areas of poor performance. This action incorporates the requirements in the Mayor's Action Plan and will support those additional reporting requirements, so our focus remains on continuing this work in 2022-23 and reporting further updates in 2023-24.

## Equality review of actions for 2021-22 and actions for 2022-23

### Actions for 2022-2023

- 1 To identify potential improvements and implement changes, the Disproportionality in Misconduct Working Group will:
  - Continue to review approaches in other organisations to consider alternative activity and opportunities to reduce disproportionality in misconduct, grievance and additionally, employment tribunal processes
  - Monitor the ‘checks and balances’ process for learning
  - Continue with the trial of anonymised misconduct assessments in BCUs to consider implementation across the Met, building on the work already undertaken
  - Finalise the baseline to assess whether there is disproportionality in the misconduct process in relation to disability
- 2 To encourage early developmental conversations by line managers, we will maintain our focus on our Learning through Reflection, ensuring results are reviewed within the Disproportionality in Misconduct Working Group and shared with the STRIDE Delivery Board and the External Advisory Board by December 2022.

## Equality review of actions for 2021-22 and actions for 2022-23

### **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 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.**

Below we detail the four actions we pledged to undertake in the 2021-22 STRIDE Action Plan under Commitment number twelve. We review our achievements and, where necessary, detail any outstanding activities that will be carried forward into the 2022-23 Action Plan.

- 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.**

## Equality review of actions for 2021-22 and actions for 2022-23

We have reduced timelines for the delivery of equipment and improved the catalogue of items available to support individual needs. We have delivered over 1,500 adjustments to just under 1,000 people with a highly positive user satisfaction rate of over 80%. The importance of this is recognised and now is part of our standard service, ensuring this support into 2022-23 and beyond.

**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).**

We are continuing to increase the available options for assistive technology options and they are being live tested on Met systems by those with neurodiverse conditions. We have also agreed to centralise the existing process for dyslexia assessments, improving our ability to deliver bespoke solutions quickly.

**3 The Disability Delivery Group will engage with colleagues with disabilities and the Disability Staff Association in order to capture feedback on workplace improvements.**

The Disability Delivery Group (DDG) is now established, chaired by the Head of Profession for Crime Prevention, Inclusion and Engagement. Feedback is captured from across the Met including attendees at the DDG and the Disability Staff Support Association. The DDG oversees key work within the Transformation Directorate to embed assistive technology in Met IT, making the Met workplace more accessible for Disabled staff.

## Equality review of actions for 2021-22 and actions for 2022-23

**4 Through the Disability Delivery Group, we will work to achieve Level 3 Disability Confident employer status by the end of March 2023.**

The Disability Delivery Group remains focused on work to achieve Level 3 Disability Confident Employer status by March 2023. This action will be carried over into the 2022-23 STRIDE Action Plan.

### Summary

We are focused on improving the availability, ease and speed at which assistive aids and technology can be supplied. We continue to work through the challenges of IT compatibility and are making progress to support colleagues with dyslexia. We want to ensure all our Disabled officers and staff are aware of the support available to them and are confident to ask for solutions to make them even more effective at their jobs.

### Actions for 2022-2023

- 1** Through the Disability Delivery Group, we will work to achieve Level 3 Disability Confident employer status by the end of March 2023.
- 2** To support officers with dyslexia in receiving a timely and consistent approach, that addresses their individual needs, we will establish a centralised approach to accessing assessments and adjustments.
- 3** To highlight the opportunities for all people, especially those with a disability or who are neurodivergent, to join the Met, we will work with our communication teams, SSAs and HR resources to ensure our website outlines our approach to supporting workplace adjustments and clearly explains any specific role requirements.



# Learning

# 04

## Review of actions for 2021-22 and actions for 2022-23

### Learning together

#### 13 We will develop a generation of inclusive leaders

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.

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.

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

#### Review of actions for 2021-22

Below we detail the three actions we pledged to undertake in the 2021-22 STRIDE Action Plan under Commitment number thirteen. We review our achievements and, where necessary, detail any outstanding activities that will be carried forward into the 2022-23 Action Plan.

## Learning review of actions for 2021-22 and actions for 2022-23

- 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.**

We have delivered this campaign to all first line managers and above, building confidence in creating an inclusive environment for our workforce. The training was accompanied by digital content to support ongoing conversations. The effectiveness of this campaign will be evaluated through the annual Met Staff Survey in 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.**

This programme is purposefully shaped to support the individual needs of different senior leadership teams, leading to longer delivery timelines. We remain on track to deliver this by January 2023 and so will carry this over into the 2022-23 STRIDE Action Plan.

## Learning review of actions for 2021-22 and actions for 2022-23

**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.

This bespoke programme is purposefully shaped to support the individual needs of different senior leadership teams leading to longer delivery timelines. Already launched, we remain on track to deliver to all 60 Senior Leadership Teams by January 2023 and so will carry this over into the 2022-23 STRIDE Action Plan.

“As a long serving, experienced officer from a multicultural heritage, I was invited to participate in a personal development programme for Black officers hosted by the Deputy Commissioner’s Delivery Group. The programme challenged my methods for personal self-development and promotion, it reinforced my approach to inclusive leadership and gave me the drive and extra confidence to achieve my goals, as well as support and inspire others as a coach and mentor to achieve their aspirations.”

Police Constable, Met Operations

### Summary

Our leaders set the tone for the Met and we know that our first line managers are as key as our senior leaders. Therefore, quite deliberately, our inclusivity programme is broad, capturing all relevant areas of our workforce. These changes alone will not achieve an inclusive Met, but their impact as part of our wider work is subject to ongoing monitoring in many areas of the Met. At Management Board level, this includes our People and Learning Board and our Trust, Inclusion, Diversity and Engagement Board.



## Learning review of actions for 2021-22 and actions for 2022-23

### Actions for 2022-2023

- 1** We will deliver a High Performing and Inclusive Teams programme to improve the way senior leadership teams work internally with teams from other business strands to become cohesive, high performing and inclusive teams, by January 2023.
- 2** To ensure a structured approach to career development conversations, supported by the new leadership framework, we will launch the continuous personal development and appraisal process (My Career) across the Met.
- 3** To reinforce the Rebuilding Trust Action Plan, our professional standards and our commitment to inclusive leadership, all our current sergeants awaiting promotion will receive a personal briefing by the Deputy Commissioner.
- 4** We will support the College of Policing (CoP) and the National Police Chiefs' Council (NPCC) in developing national mandatory training around racism, anti-racism, Black history and its connection with policing, providing our own current work in these areas such as the community-led inputs and impact task that every new police recruit receives and completes.

## Learning review of actions for 2021-22 and actions for 2022-23

### **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 Professional Standards, reporting to the AC who leads for Professionalism.**

#### **Review of actions for 2021-22**

Below we detail the four actions we pledged to undertake in the 2021-22 STRIDE Action Plan under Commitment number fourteen. We review our achievements and, where necessary, detail any outstanding activities that will be carried forward into the 2022-23 Action Plan.

- 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.**

## Learning review of actions for 2021-22 and actions for 2022-23

The Complaints Resolution Unit, within DPS, was launched in February 2022. Its impact on improving public satisfaction, through its standardised survey and seven day a week response, will be assessed during Spring and Summer 2022. The early indications are that this approach is delivering positive results.

**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.**

Through the Complaints Resolution Unit, established in February 2022, we are able to resolve 84% of complaints outside of an investigation. To assess this approach, the DPS Performance Unit have established a monitoring process and will update Management Board and the People and Learning Board quarterly. However, there are high levels of positive feedback from surveys supplied to complainants who have been dealt with in this way.

## Learning review of actions for 2021-22 and actions for 2022-23

- 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
  - Undertaking a resourcing review of the Professional Standards Model
  - Establishing Complaints Resolution Units

Work to reduce the time taken to resolve a complaint by September 2022 is ongoing, with the work of the Complaints Resolution Unit, established in February 2022, remedying those matters not requiring a full investigation at an early stage. Meetings with local Professional Standards chief inspectors are taking place quarterly, supported by a further programme with all staff working within a local Professional Standards Unit (PSU) to highlight key trends, as well as a weekly PSU performance update. The DPS Transformation Programme remains focused on reviewing the DPS delivery model and the wider management of the complaints process. This work will be maintained within the 2022-23 STRIDE Action Plan.



## Learning review of actions for 2021-22 and actions for 2022-23

**4 The Directorate of Professional Standards Independent Advisory Group (DPS IAG) 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.**

The DPS IAG is now consulted about the current DPS Transformation Programme and Oversight Board. The DPS IAG has provided important feedback on key challenges faced by the Met, including Operation Hotton<sup>8</sup> and Operation Lilford<sup>9</sup>. Feedback from the DPS IAG will be shared through the DPS Performance Unit's quarterly updates to relevant senior leaders.

### Summary

We have delivered our Complaints Resolution Unit, which we are confident from the feedback and data analysed so far, will be key in improving complainants' satisfaction. Its early engagement and ability to resolve concerns quickly, where appropriate, will in turn allow us to reallocate staff to investigate remaining complaints. This will mean investigations should take less than the current 155 days. To ensure that this approach is both appropriate and ethical, the monitoring work of the DPS Performance Unit will be reported, as part of regular quarterly updates into Management Board and People and Learning Board. This work will continue into 2022-23.

## Learning review of actions for 2021-22 and actions for 2022-23

### Actions for 2022-2023

- 1** The Directorate of Professional Standards will continue with its plan 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
  - Undertaking a resourcing review of the Professional Standards Model
- 2** To maintain our transparency and continue to improve our response to public complaints, we will review the impact of the newly established Complaints Resolution Unit, with the DPS Independent Advisory Group.

## Learning review of actions for 2021-22 and actions for 2022-23

### **15** We will make community engagement central in our use of powers

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.

**The actions for this commitment are led by the Director of Learning, reporting to the AC who leads for Professionalism.**

#### **Review of actions for 2021-22**

Below we detail the three actions we pledged to undertake in the 2021-22 STRIDE Action Plan under Commitment number fifteen. We review our achievements and, where necessary, detail any outstanding activities that will be carried forward into the 2022-23 Action Plan.

- 1 We will reach a 95% completion rate for eligible officers and staff of 'Public and Personal Safety' Training (PPST) which has been co-created with input from community leaders.**

## Learning review of actions for 2021-22 and actions for 2022-23

Completion rates are currently 81% from a total eligible cohort of 23,000 officers. The expected completion rate by Spring 2022 is 90%, with those not completing training being captured in the 2022-23 training cycle. This rate is lower than hoped, however our planning for 2022-23 ensures that this target ultimately will be met.

### **2 All recommendations from the Met's Pre-arrest Handcuffing Review will be implemented by the end of March 2022.**

All recommendations have been implemented and a review of performance has begun. This includes considering the role of the Handcuffing Review in the 14% reduction in the use of compliant handcuffing in 2021 and an 11% reduction in overall use of force compared to 2020.

### **3 All recommendations from the IOPC review of stop and search will be implemented by the end of March 2022.**

All recommendations have been implemented and form part of the Met's overall response to stop and search. This includes many actions contained within the current actions in this plan.

## Learning review of actions for 2021-22 and actions for 2022-23

### Summary

Community advice, involvement and feedback on how we train, use and review our use of powers is fundamental in our community engagement approach. Our Public and Personal Safety Training (PPST) and linked programmes are central to us ensuring our most intrusive powers, notably stop and search, are framed within the context of procedural justice principles. We know communities need to be reassured we are fair in all areas of our policing. We are reviewing the impact of our Handcuffing Review and its recommendations during 2022-2023, to understand and assess the Met's overall use of force. The data forming part of this review, will be available on the Met's website.

### Actions for 2022-2023

- 1** To maximise community voices in Public and Personal Safety Training (PPST), we will work with our Learning and Development Community Reference Group to increase the opportunities for community members to support an additional day of training.
- 2** We will ensure that the Learning and Development Community Reference Group, established following the Mayor's Action Plan, will maintain its involvement in supporting the development of key Met internal training packages, providing input, quality assurance and ongoing feedback.
- 3** To assess the impact of our updated Handcuffing Policy, we will review relevant levels of use of force, since the policy's launch, providing data on ethnicity and use of force.

## Learning review of actions for 2021-22 and actions for 2022-23

### **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 Operational Improvement, reporting to the AC who leads for Professionalism.**

#### **Review of actions for 2021-22**

Below we detail the three actions we pledged to undertake in the 2021-22 STRIDE Action Plan under Commitment number sixteen. We review our achievements and, where necessary, detail any outstanding activities that will be carried forward into the 2022-23 Action Plan.

- 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.**

## Learning review of actions for 2021-22 and actions for 2022-23

The Policing Encounters and Powers Unit (PEPU) is in place and has been enhanced with an uplift in officers. The centralisation and additional resource will support the Met learning widely from feedback on its work. This feedback will include learning from Police Encounter Panels, Community Monitoring Groups, Independent Advisory Groups and wider consultation forums.

**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.**

We have exceeded our ambition in this action, producing six videos overall. This ensures that there is the widest explanation of police powers available in short social media friendly clips. We know getting these interactions are critical in ensuring both trust and confidence in the Met. Therefore, these videos cover the legal powers associated with stop and search, what training officers receive, including how we involve community members in that training. Also included are how the Met uses intelligence and data to shape its response and then finally, what monitoring mechanisms are in [place](#).

**3 We will establish Policing Encounter Panels (PEPs) 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.**

## Learning review of actions for 2021-22 and actions for 2022-23

Based on the demographic data shared with us, most PEPs are made up over 50% women and at least 25% of members are from minority ethnic groups.

### Summary

Policing Encounter Panels (PEPs) are in place in each BCU, co-chaired by a senior BCU officer and community representative. To ensure we have involvement from across London's communities, we have sought membership from all communities. The delivery of both the Policing Encounter Panels and the Policing Encounters and Powers Unit, has been challenging for the Met, notably to ensure that we balance carefully the rights to privacy of the public, with our deep commitment to opening our work and video footage to feedback. We believe we have achieved the right balance in increasing both the number and variety of encounters, but we have started a review to ensure that is the case. This will reflect throughout the first twelve months and then report formally with any recommendations for improvement.

### Actions for 2022-2023

- 1 We will ensure that a relevant learning summary, from our newly established Police Encounter Panels, is published publicly by March 2023, with an interim review before the end of 2022.
- 2 As reported in the Mayor's Action Plan, MOPAC and the Met will research a sample of body worn video footage to jointly examine the nature of stop and search interactions, particularly when there is escalation or de-escalation in the behaviour of officers or the individual(s) being stopped, and understand how different groups of people experience and interpret stop and search interactions.
- 3 To build on our public-facing videos providing explanations of how Met officers and staff use their powers, we will deliver four public question and answer interactive events by March 2023, including topics such as stop and search.



# Acronyms

## **CDL**

Career Development Lead

## **DMC**

Directorate of Media and Communication

## **HCOPs**

Hate Crime Outcome and Performance Officers

## **HMICFRS**

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services

## **IOPC**

Independent Office for Police Conduct

## **LCJB**

London Criminal Justice Board

## **LGBT+**

Lesbian, gay, bisexual and trans. The '+' is an inclusive term for people who don't fit into traditional categories of gender or sexuality.

## **NPCC**

National Police Chiefs' Council

## **PEPs**

Policing Encounter Panels

## **PPST**

Public and Personal Safety Training

## **SSAs**

Staff Support Associations

# Endnotes

- 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; 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. [↩](#)
- 3 Basic Command Unit (BCU) – a local policing unit working two, three or four of London’s boroughs, led by a chief superintendent. [↩](#)
- 4 The ‘Walk and Talk’ initiative was first trialled in South London. Female neighbourhood officers walk the streets with women to 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. [↩](#)
- 5 County Lines is the practice of trafficking drugs into rural areas and smaller towns away from major cities, including London. Criminal gangs recruit and exploit vulnerable children to deal drugs. [↩](#)
- 6 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’ perspectives of the police, identifies local policing priorities, and captures views and experiences across a range of crime and safety issues. 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. [↩](#)
- 7 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. [↩](#)
- 8 Op Hotton was the IOPC investigation into the serious misconduct of certain police teams and officers based at Charing Cross Police Station between 2016 – 2018. [↩](#)
- 9 Operation Lilford dealt with the recommendations made in the inquest following the deaths of four young men murdered by Stephen Port in 2014-2015. The inquests were heard towards the end of 2021. [↩](#)

DRAFT