

# **Metropolitan Police Service**



## **Inclusion and Diversity Strategy**

**2017 – 2021**

# Foreword

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



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

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

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

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

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

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

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

## Introduction

### The Journey So Far

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

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

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

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

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

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

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

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

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

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

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

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

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

## How this Strategy is structured

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

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

For the priorities, we want to:

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

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

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

## The Challenge

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

Table 1: Comparing the Met with London

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

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

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

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

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

### What we have done so far?

We have:

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





## What will we do next?

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

## How will we know we have succeeded?

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

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

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

# 2 Change our culture, behaviour and internal processes

## The Challenge

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

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

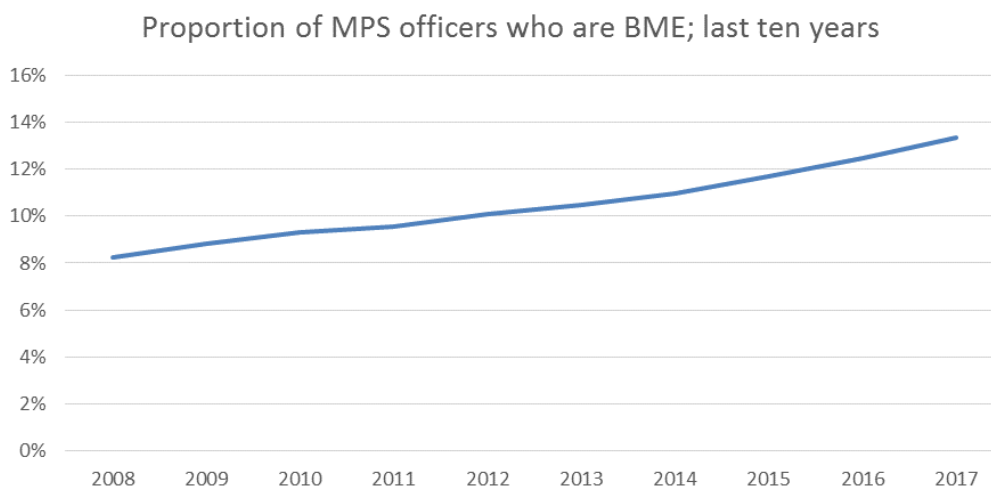
- Younger respondents responded more positively on 'pride' in working for the Met than older respondents (84% of 20-24 year olds agreed compared to 55% of 40-44 year olds). This trend continues for other responses: strong sense of belonging (64% vs 39%); respecting individual differences (77% vs 59%)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

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

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

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

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



### What we have done so far?

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

We have also:

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



## What will we do next?

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

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

### How will we know we have succeeded?

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

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

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



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

## The Challenge

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

## What have we done so far?

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

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

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

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

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

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

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

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

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*"It was great. Sometimes you hear the negativity about police not wanting to deal with certain things but the way they dealt with the situation made me change the way I see the police."*

*- Victim of a racially motivated crime in Merton, October 2016*

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

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

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

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

- **Volunteer Police Cadets (VPC):** we have around 5,000 cadets and are expanding our VPC scheme. It's one of the most diverse parts of the organisation, at 50% BME.

- **Community Engagement:** there is regular work with Voluntary, Charities and Non-Governmental Organisations to reach out to communities where they live and work, to understand their needs, and adjust our policing activity accordingly:



- Leadership programmes have started with Bangladeshi community groups and capability building implemented with Muslim community groups.
  - We have simplified the ride-along policy to allow people to take a glimpse into London policing.
  - Initiatives such as 'coffee with cops' in local neighbourhoods and visits to local groups including BME groups and places of worship aim to make us more approachable and accessible.
- **Youth Engagement:** borough led diversion schemes use of sport to engage with young people and we recently held a “Girls Allowed” event to speak to young females from a variety of backgrounds.
  - **Independent Advisory Groups:** we have a number of well-established Independent Advisory Groups at corporate and Borough levels that have provided invaluable advice to the Met in dealing with some of the most challenging critical incidents in London. We shall work with them to expand their membership and ensure colleagues make consistent and continuous use of their time, knowledge, skills and advice to help the Met deliver this strategy.
  - **Staff Support Associations:** we have a number of staff support associations that challenge colleagues at all levels in the Met when they are aware of decisions, actions and behaviours that not fair or equitable. Effective Associations are valuable to creating and maintaining an inclusive working environment and helping the Met to deliver the best policing services to all the communities in London. We shall work with the Associations to ensure their impact can be as effective as possible; and we will support and develop members of the Associations so that they have the knowledge and skills, which combined with their

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

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

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

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

### What are we planning to do?

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

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

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

### How will we know we have succeeded?

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

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

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

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

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

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

### *Monitoring existing commitments from other strategies*

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

### *Monitoring new commitments in this strategy*

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

## **The future of STRIDE Board**

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

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

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

strategy at all levels in the Met.

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

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

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

They will:

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

### **What happens next?**

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

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

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

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

Further information:

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



## Glossary of terms

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

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

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

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