



A New Met for London

LONDON RACE ACTION PLAN



METROPOLITAN
POLICE

MORE
TRUST

LESS
CRIME

HIGH
STANDARDS



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Message from the Commissioner

In New Met for London (NMfL) we set out our commitment to renew a culture of policing by consent, become anti-racist and build a Met that is inclusive, diverse and representative of the city we serve. Through this London Race Action Plan and a critical part of our accompanying Culture Plan, we are underlining that commitment to tackle racism in all its forms. This plan is specifically and deliberately focused on our Black communities, acknowledging the history and the trust deficit, but there will be a benefit for all in the service they receive from the Met.

London is one of the most diverse cities in the world. This diversity gives the city its depth and breadth, its character, its heartbeat. We will only succeed if we have a Met where all can thrive, freely contribute and know they will be treated fairly.

But London is also an unequal city and Black communities in particular face barriers in education and employment, homelessness, criminal justice and mental health – as recognised by the Mayor in City Hall’s Equality, Diversity and Inclusion Strategy. They are disproportionately more likely to be victims of crime, which ought to be of deep concern to all parts of civil society. The fact that over the past decade young Black men are 13 times more likely to be murdered than their white counterparts and Black women are 66% more likely to be reported as victims of domestic abuse is a scandal that needs urgent attention.

When we published NMfL I was clear we have let Black communities down, and I unreservedly apologised to Black and ethnic minority communities for the systemic failings in the Met. I understand and have heard the depth of feeling, including from those who describe these failings as institutional racism, and while we may use different language this plan reflects my determination to face up to these challenges. I know that becoming an anti-racist organisation will require us to change our systems, processes, culture, and leadership. I also recognise that to build trust we have to become a police service that actively seeks to understand, and where possible reduce, disproportionality, while also benefiting from the diversity of the city we serve.

Diversity strengthens organisations, and is particularly essential in public services; not just because a diverse workforce helps ensure we provide



a fairer and more equal service, but because it expands the talent pool bringing a wider range of skills, experience and perspectives we need to succeed and become a better service. We are becoming more representative of the city we serve and our latest recruitment campaign, 'Change Needs You', invites Londoners to consider joining us to be part of the change. We know we can't change on our own.

We also know that consent to police London is not a given, and the Met cannot build trust with Black Londoners if they are not confident they will be treated fairly by us. We know this is especially true in relation to police powers.

As we deliver on this plan we should also reflect on our progress: the upcoming stop and search charter, recorded road traffic stops, better

promotion prospects for Black officers, new community-centred training being rolled out to all officers, and a declining ethnicity pay gap.

These are good steps but there is much more to do as we now deliver this plan, working with communities, and communities with us. Delivering on these commitments will take time – these are embedded challenges – but each year we will make tangible progress.

A handwritten signature in black ink, reading "Mark Rowley". The signature is fluid and cursive, with a long, sweeping tail on the final letter.

Sir Mark Rowley QPM |
Commissioner |
Metropolitan Police Service

With thanks

For many Black Londoners a relationship with the Metropolitan Police is difficult. It was therefore essential to consult widely with our communities about our intent and how we will deliver the changes needed. The London Race Action Plan team would like to offer our heartfelt thanks to our communities and colleagues, who have taken the time to work with us and share their thoughts and experiences. We have taken care to ensure that the thoughts and views of those who have supported us are reflected in this plan.



You told us

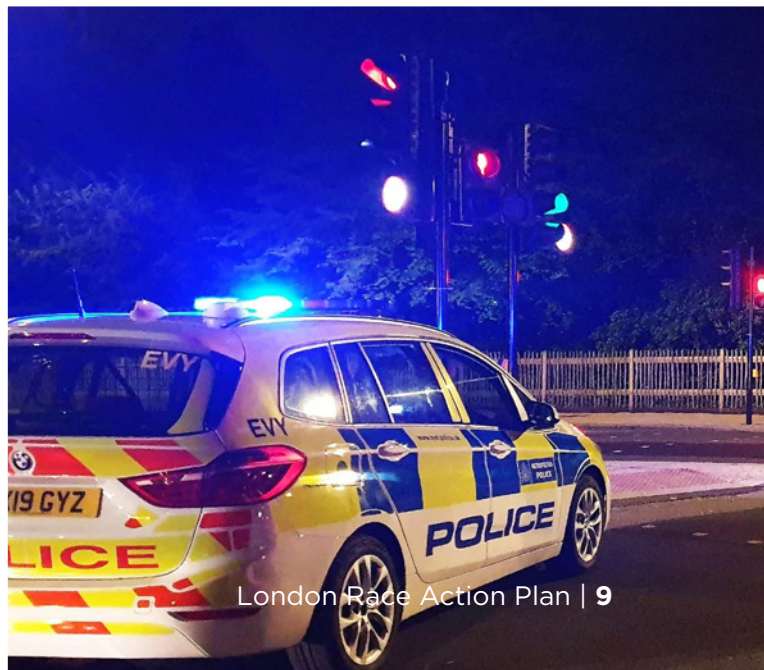
We have consulted **over 2,200 Londoners** who live and work in each of the capital's boroughs. This includes local councils, MPs, the Independent Office for Police Conduct and a diverse range of community organisations. We also spoke to **over 350 young people**, across schools, youth charities and organisations. The Met Black Police Association and Met Black Police Networking Strand ran internal consultations with officers and staff throughout the Metropolitan Police. They broadly welcomed the ambition of 'A Police Service that is anti-racist and that can be trusted by Black people', but told us they wanted us to be clearer in our ambition; to know how communities can track progress on delivery of this plan; and to have clear performance metrics. We have amended the plan in response and the commitments that follow reflect that feedback.

Resourced and embedded

We fully recognise that for many our plan will not go far enough, fast enough. We are committed to becoming an anti-racist, pro-inclusive organisation, and we recognise the need to involve our communities throughout.

The plan is resourced by a dedicated London Race Action Plan Team of ten staff, sitting within and supported by the wider Culture, Diversity and Inclusion Directorate and with strong senior leadership. The plan is further supported by volunteers and Values Advocates from across the organisation and overseen with the assistance of our Shadow Board, Met Black Police Association and key strategic partners. What

we absolutely promise is to keep the consultation and information flowing as we make progress on delivering on this plan. We accept that we have a long way to go, we further acknowledge that this is not something that can be achieved in isolation. We will need the continued help of our communities and our colleagues, but with their assistance we believe we can and we will achieve great change.



First steps

This plan is aligned with the five policing principles outlined in New Met for London: communities-first, frontline-focused, inclusive, collaborative and precise. Our progress to date includes:

- In New Met for London we pledged to be an anti-racist organisation and we remain determined to deliver and update on this promise.
- A new “Stop and Search charter” – a formal statement, co-authored by the Met and members of the public, and independently governed, will detail how Stop and Search should be conducted in London. Following the safeguarding review for Child Q, we made changes to our search policy, including for More Thorough, Intimate Part (MTIP) searches of children and significantly raised the threshold for authorisation and oversight of the MTIP process. We also made officers aware of methods to identify potential exploitation risks that children subject to this type of search may be facing.
- We have launched implementation of the recording of road traffic stops, with external scrutiny to improve transparency and identify opportunities to improve this practice.
- Our Positive Steps Mentoring Network has supported 1500 ethnic minority officers and staff and has been recognised as best practice by the College of Policing. Since 2021, Positive Action workshops for Black officers have seen pass rates for promotion increase from 68% to 75%. Since 2021, all new police officer recruits receive community-centred training, including inputs to improve cultural awareness informed by the lived experiences of members of Black communities. This is now also included in all police leadership training. We will review transferee training to ensure they receive the same level of cultural knowledge.
- We are tackling the ethnicity pay gap. In March 2023, the Met had an overall mean ethnicity pay gap of 6.92% and a median ethnicity pay gap of 12.09%, a fall of 3.29% and 4.61% respectively since 2017.
- Success rates among ethnic minority candidates in the Trainee Detective Constable process have more than doubled in a year.

- An externally chaired Community Reference Group was established in Spring 2023 to challenge, influence and guide us.
- A 'Values Advocates' programme launched in May 2024 is training officers to call out discriminatory behaviour including racism.
- We have established a Protected Characteristics Data Steering Group in order to improve data capture and recording within the Metropolitan Police Service (MPS), to enable us to understand intersectionality better and track progress on this plan, reporting into a new Directorate for Culture, Diversity and Inclusion
- A Culture, Diversity and Inclusion shadow board of more junior officers and staff has also been set up. The board examines new approaches, checks and tests thinking and practice and ensures that these will be both operationally viable and well received across the organisation. Recently this has included reviewing the London Race Action Plan and challenging the support available to those actively calling out poor behaviour.
- A leadership group has been established to drive equity in conduct processes for Black officers and staff, rooted in behavioural science.

This plan broadly reflects the Police Race Action Plan produced by the National Police Chiefs' Council and the College of Policing, but has been directly framed to reflect and address the feedback we have heard from our Black communities and colleagues living in London. We have built on progress made through the Mayor's Action Plan to ensure a whole-system approach to change.

CHANGE

NEEDS
YOU



SEARCH MET CAREERS

REGULAR AND VOLUNTEER POLICE CONSTABLES

Pillar 1 – Represented

Our ambition: A police service that is representative of the communities it serves and supports Black officers, staff and volunteers. As Sir Robert Peel said in 1829 when he established the Metropolitan Police Act: *‘The police are the public and the public are the police’*

We need to create an internal culture which enables everyone to thrive and is fair and equitable in all its systems and processes, as evidenced through our own analysis, the Casey report and beyond. The recently produced Culture Plan is designed to create change, identify root causes and use evidence based interventions to drive positive organisational behaviour, which will enable the London Race Action Plan to advance. To be truly effective we must be truly representative. We have heard from our Black colleagues and we are continuing to actively seek, identify and remove points of disparity and unfairness so we can recruit and retain a diverse workforce.

Commitment 1

We know that to be better trusted we must do more to ensure we reflect the diversity of the communities of London. To Improve recruitment of officers and staff from Black communities we will:

- Invest in projects, in partnership with schools and local

communities, to promote policing careers within the MPS.

- Review the ‘Insight’ programme of information for candidates being recruited to the MPS to ensure it addresses the concerns and aspirations of the Black community; and raise awareness of the vetting process within it to help new applicants navigate the process.
- Introduce a new vetting policy that improves transparency and consistency, and work with Mayor’s Office for Policing and Crime to improve external scrutiny.
- Actively promote, encourage and monitor take up of ‘ride along’ opportunities for Black people considering a career in the MPS.
- Review our recruitment pathways to establish any racial disparities and at which stage they appear, taking action as appropriate.
- Review our police staff promotion data to identify and eliminate disparities where possible.

Commitment 2

To ensure Black officers and staff have equal opportunities and experiences in the MPS and tackle attrition especially in the early years, we will:

- Review the wellbeing support provided to all officers and staff, with particular support for those who suffer discrimination and hate crime.
- Continue to analyse closely our retention and attrition data.
- Roll out 'stay interviews' across the MPS following a successful pilot, while continuing MPS exit surveys and developing a retention strategy based on the evidence these provide.
- Ensure and actively encourage career development plans for all officers and staff, with bespoke support from Career Development Leads for officers from under-represented groups.
- Work with the College of Policing to address, where possible, disparities in pass rates for promotion exams, in order to address under-representation at Sergeant, Inspector and more senior levels.
- Continue to publish annual ethnicity pay gap reports.
- Review existing policies and procedures through a London Race Action Plan lens to ensure they are fair and inclusive.

Commitment 3

Mayor's Office for Policing and Crime analysis (2022) found Black and ethnic minority officers are nearly twice (1.9 times) as likely as White officers to be subject to a misconduct allegation. To eliminate racial disparities in the MPS conduct system we will:

- Continue to build on analysis by the work of the Strategic Insight Unit, which has been conducting a thorough examination of the internal conduct system. This has elicited recommendations for improvement that are actively being progressed through the Disproportionality and Oversight Group within MPS. These recommendations have been grouped into themes, with thematic leads and a Senior Responsible Officer (SRO) appointed to each to drive the bespoke activity needed for each recommendation.
- We will continue to drive improvements through our SROs who have been appointed to each of the five thematic work streams, working across our organisation.
- Complete a total reinvigoration of misconduct forms using technology to enhance user experience, signposting to alternative options and including wider recording of protected characteristics as well as recording of self-defined ethnicity.

- Re-launch 'Learning Through Reflection' (a process of critical analysis of actions, thoughts and feelings to help improve performance – focused on learning rather than discipline or misconduct).
- Launch a new training package on 'performance versus conduct' for frontline and mid-line leaders.
- Create greater staff and officer diversity across our Department of Professional Standards (DPS), who are responsible for investigating misconduct.
- Provide greater cultural competence amongst our professional standards decision makers for discrimination cases.
- Involve and update Staff Support Associations and the shadow board in oversight of progress.

Commitment 4

In our explicit commitment to address and tackle racist behaviours in the Met we will:

- Complete a legacy review of discrimination allegations.
- Promote reporting by staff and officers of any racist behaviour and victimisation, and encourage use of our anonymous reporting mechanisms when preferred.
- Continue to resource the dedicated MPS Discrimination Unit to investigate relevant allegations.
- Embed cultural awareness training across the MPS, at all levels, to equip everyone with knowledge and cultural sensitivity to serve all communities with equity and understanding. This is from initial recruit training through to our senior leaders. The focus will be on becoming a pro-inclusive, anti-discriminatory organisation. It will improve service delivery to victims, the leadership of diverse teams and encourage and embed anti-racist behaviours and activity.
- Teach Black history and culture at police recruit training school and ensure that cultural competency is part of the syllabus across a range of continuous development training.
- Build in better protection and support for those who call out unacceptable behaviour.

Pillar 2 – Respected

Our ambition: A police service that is fair, respectful and equitable in its actions towards Black people.

We are committed to provide a better service which treats Black people as individuals, which takes account of their needs, vulnerabilities (such as trauma), experiences and circumstances. We are committed to working with communities, partners, other forces and the Police Race Action Plan to identify and take action against the root causes of disproportionality. We welcome greater scrutiny. The term 'Not over-policed' means that the police service should be fair, respectful, and equitable in its actions towards Black people.

Commitment 1

To tackle racial disparity in the use of police powers against the Black community we will:

- Continue to deliver community-centred training to all new recruits, informed by insights from community scrutiny panels.
- Complete the creation of a Cultural Awareness Portal for officers/staff to access to raise awareness of different cultures and communities within the London policing context.
- Continue to publish stop and search data and seek to expand the 'use of force' data sets that we publish.
- Review every More Thorough, Intimate Parts (MTIP) and s.60 search, and provide feedback to officers and supervisors.
- Continue implementation of the recording of road traffic stops, with external scrutiny to improve transparency around stops and identify opportunities to improve practice.
- Support and develop the Taser scrutiny panel introduced in June 2024, to gain a deeper understanding of the disproportionality of Taser use, and work to implement its findings.
- Investigate the root causes and drivers of disproportionality in the use of police powers, use of force and case disposal decision making, via the Strategic Insight Unit, to inform how we tackle these within our plan.
- Work closely with the Mayor's Office for Policing and Crime to update and improve community scrutiny, simplify the process and ensure they are representative of London's communities.

- Trial a new approach to deployment and briefing which seeks to recognise and address drivers of disparity in policing areas with a higher proportion of ethnic minorities.
- Through the Strategic Insight Unit we are undertaking process analysis to understand inconsistency and bias in case disposal decision-making.

Commitment 2

To tackle racial disparity in the use of police powers against Black children we will:

- Continue to trial additional safeguarding protocols for use in the stop and search of children to improve their health, safety and wellbeing
- Implement a five-year Children's Strategy, as pledged in the New Met for London, which will promote a 'child first' approach, introduce new training for all officers and staff who come into contact with children to recognise vulnerability and risk factors in a child's life.
- Work with experts to commission learning on adultification bias and how it impacts responses to children for all officers and staff who may come into contact with children as part of their role.
- Work with our partners to use data better to identify children

at risk of serious violence or exploitation, to ensure they are referred to the right agencies.

- Continue to work with criminal justice partners to increase availability of out of court disposals and deferred prosecutions for children who have been arrested, where appropriate.

Commitment 3

To underpin the rights of the Black community when interacting with the MPS we will:

- Help Londoners understand their rights in relation to police powers and use of force by working with community partners.
- Raise awareness of how to make a complaint.
- Seek to understand better how complaints by Black people are handled, and identify and act on areas of disproportionality.
- Review upheld complaints' data from the Independent Office for Police Conduct and the Mayor's Office for Policing and Crime to identify and understand any disparity and learning.

Pillar 3 – Involved

Our ambition: A police service that listens to the communities we serve, including our own workforce, and involves and engages Black people in how we police London.

We know the impact of historic policing practices has led to community trauma and distrust of the police. We are committed to reconciling police and community divisions and involving Black people in our oversight and scrutiny processes proactively and as a matter of course.

To build a police service that consistently listens and responds to the voice of Black communities, we will:

- Work with the Mayor’s Office for Policing and Crime to develop a simplified and more effective scrutiny model with accurate representation from the communities we serve, to test and challenge our policies.
- Develop bespoke communication strategies to engage better with Black communities, particularly young people.
- Review our strategic engagement and seek to build new stakeholder relationships to hear the widest possible perspectives.
- Continue to engage with ethnic minority officers and staff through existing staff support associations and networks.
- Establish a culture and diversity Youth Advisory Panel.
- Work to raise awareness of this action plan both inside and outside the MPS and seek feedback on its progress and outcomes.
- Continue to embed appropriate Staff Support Association representation across all London Race Action Plan pillars.
- Continue to consult with Black communities to ensure the plan is delivering and prioritising what matters most, addressing the most current concerns.
- Publish biannual updates on the London Race Action Plan progress, together with more regular newsletters, both internally and externally.

Pillar 4 – Protected

Our ambition: A police service that protects Black people from crime and seeks justice for all Black victims.

We want our Black communities to feel, and be, safer. We want to reduce Black victimisation, especially of hate crime and serious youth violence as well as reducing the harm caused by crime and disorder. We are committed to treating Black victims and witnesses better, understanding their needs and vulnerabilities. We want to improve the quality and outcomes of our investigations for Black victims and tackle crime which disproportionately impacts our Black Communities, targeting offenders who perpetrate crime against them. In line with the Police Race Action plan the term ‘not under-protected’ describes a police service which protects Black people from crime and seeks justice for Black victims.

Commitment 1

To improve public safety and reduce victimisation we will:

- Work with Black communities, stakeholders and the third sector to reduce disproportionate victimisation by identifying areas where people feel unsafe and enable a more precise deployment of resources.
- Undertake a review of repeat victimisation across London to improve our understanding of its prevalence and severity and how this is experienced differentially across communities, including by ethnicity, gender and age. Where feasible, we will use the insight to inform how to proactively support those at risk of future victimisation, including how this should be tailored to meet the needs of Black communities.
- Continue to work with Mayor’s Office for Policing and Crime to create and amplify victim voice forums for communities within London who have low victim satisfaction and low confidence in the police and criminal justice system.
- Continue to work alongside the Violence Against Women and Girls (VAWG) MPS strategy and Lead Responsible Officers for domestic abuse, hate crime and sexual offences to reduce victimisation for Black women.
- Carry on using specialist resources to identify and target the most serious violent and sexual offenders and those who pose the greatest risk to women and girls.

- Work to improve confidence in crime reporting and sharing intelligence.
- Continue to deliver crime prevention and awareness for young people via schools, local authorities, charities, cadets and community groups.
- Evaluate the impact of our redesigned neighbourhood policing model which aims to increase visibility and provide reassurance.
- Continue to work with criminal justice partners to improve access to specialist legal advice for children who have been arrested.
- Target offenders who perpetrate offences which disproportionately impact members of our Black communities, using the full range of policing interventions, which includes safeguarding and diversion to help break the cycle of offending.
- Through a proactive and precise approach we will bring the full force of the law to bear on those who set up and run organised criminal gangs and networks, reducing the exploitation of children and criminalisation of young people.
- Through specialist, serious organised crime operations, utilise data precision policing techniques to identify those who

are running the drug lines with the clearest links to violence, weapons and exploitation of vulnerable individuals, targeting these according to risk. By focussing on the line holders, these teams can successfully disrupt the wider associated criminal networks.

- Continue to take a community first approach, engaging with communities and working with key partners to tackle and reduce serious crime and provide early intervention opportunities that can reduce the risk of exploitation. Using resources, such as our County Lines Taskforce's, we proactively rescue children who are reported missing and at risk of serious harm. Working in partnership with specialist support providers to better protect those children from harm, prevent future missing episodes and gather evidence to identify and prosecute the perpetrators.
- Continue our work to protect migrant communities by working closely with key stakeholders to obtain and review available data, so we can take an evidence based approach, and design interventions including joint training with migrant hotels to spot exploitation.

Commitment 2

To improve outcomes for Black communities we will improve service delivery to victims of crime by:

- Trialling and evaluating new technology to improve our service to victims of VAWG, including the use of new imaging devices to identify bruising and the testing of rapid video technology to speed initial response to victims of VAWG.
- Working with criminal justice partners to improve outcomes and reduce delays in the criminal justice system.
- Continuing to work with the MPS Strategic Insight Unit to understand better disparities within police decision-making.
- Encouraging use of 'My Met Service' which enables victims of crime to provide feedback to help improve victim care.
- Working together with partners and communities to gain the confidence of Black communities to report crime.
- Developing a better service delivery to Black victims of crime by improving our empathy and cultural awareness in all interactions.
- Working to gain greater trust and confidence from Black victims of crime to help them support prosecutions, providing information and gaining feedback on victims' journeys.
- Our Public Protection Board commissioning work with Northumbria University on policing language and outcomes.
- Continuing workshops to eliminate 'victim blaming' language.

How we will show progress

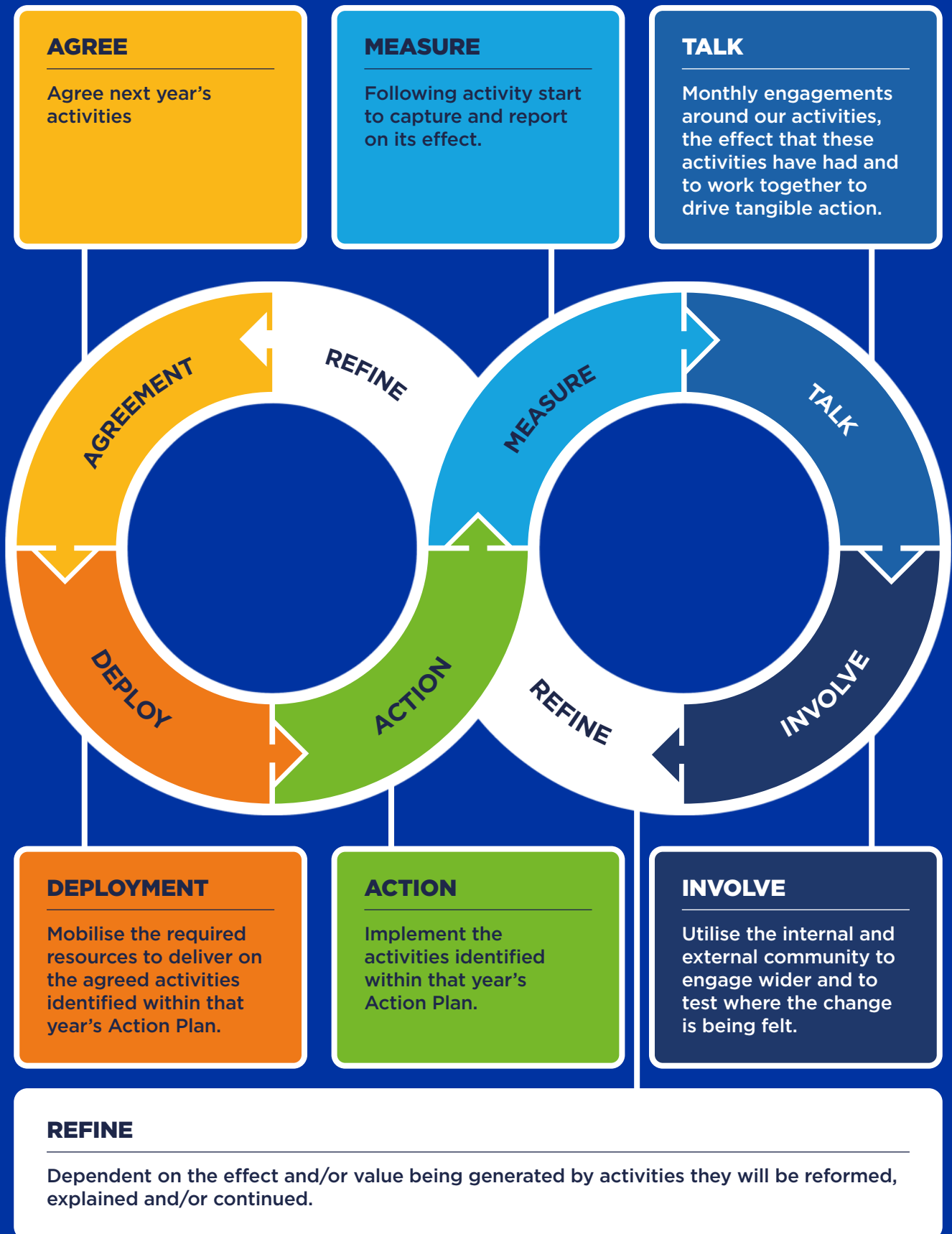
We will publish a biannual performance report highlighting progress against the core activities that are driving change and produce regular internal and external newsletters to communicate updates.

We know there is more work to do on our metrics (see Appendix A, B) demonstrate our thinking about foundation measures. Example metrics we will be reporting on include; levels of representation within the Met including the numbers of Black police officers and staff at all ranks and bandings, representation in promotion processes, the levels of victimisation and disproportionality, (particularly for VAWG and serious violence). We will expand our data reporting on use of force and the level of trust Black Londoners have in the police, and a comprehensive 'performance and outcomes' framework is being developed by the Met's Strategic Insight Unit, making sure we prioritise the issues that really matter to London's Black communities.

We will continue to report on progress to Mayor's Office for Policing and Crime and the London Policing Board. We also liaise with the Police Race Action Plan Director and her team and the Independent Scrutiny and Oversight Board to ensure synergy with the national plan, with the externally chaired London Race Action Plan Community Reference Group and obtain/share findings.

We will continuously seek to improve and develop more metrics to aid our understanding of the service we provide to Black communities, equipping us to adapt and develop a better service in order to improve confidence among Black communities.

LRAP continuous delivery model



Appendix A: Measures of Performance

Note On data:

We are committed to developing and providing both qualitative and quantitative updates against each of the performance measures. We acknowledge that these metrics are at a high level and this is designed to show the areas of data under development over the next 12 months. There is also recognition that work is required in how we capture data, regarding metrics such as self-defined ethnicity, as there is a lack of consistent approach, across , our own organisation, policing more widely and other government bodies. We are working in partnership with National Police Chiefs' Council, the Mayor's Office for Policing and Crime and other agencies to try and achieve greater comparability and commonality in the information captured to ensure transparency and accountability is achieved.

*These metrics also feature in the Met Culture Plan:



Pillar One	Represented Our ambition: A police service that is representative of the communities it serves and supports Black officers, staff and volunteers. As Sir Robert Peel said in 1829 when he established the Metropolitan Police Act: 'The police are the public and the public are the police'.
Experienced as:	<ul style="list-style-type: none"> • The workforce will be more diverse, with consistent levels of representation across levels, roles and teams.* • Met Leadership will be more diverse and representative at all levels across the workforce.* • Our workforce will feel included, and be fairly and equitably treated.* • Our workforce will feel comfortable to challenge and be comfortable being challenged* • They will be confident that concerns raised are appropriately handled* • Additional support will be provided throughout the recruitment process. • A new fairer and more transparent vetting process will keep people informed throughout. • They will be better supported for promotion and lateral development. • Leaders will demonstrate cultural awareness, be confident to have difficult conversations and more readily recognise the difference between learning and misconduct. • We will examine all new and renewed policies for equality impacts across our under-represented groups.
Some of the ways we will measure this:	<ul style="list-style-type: none"> • Internal processes which result in disproportionality will be better understood by analysing factors including; protected characteristics, length of service, ranks and staff bandings, and the type of role or posting.* • By collating data on senior leadership positions and protected characteristics and improving our ability to record and analyse indicators of anti-discriminatory behaviours/processes* • We will review insight interview data to understand which factors impact inclusion and are reasons for colleagues exiting the organisation. We will also improve our understanding of why people have chosen to stay as a result of the stay conversations* • Analysis of promotion, attraction and retention rates by protected characteristic will be used to isolate areas of disproportionality for further work.* • Staff Survey Data to demonstrate increases/decreases in levels of engagement and greater commonality in response when tracked by protected characteristic breakdown (e.g. break down of responses into gender, ethnicity etc.)* • Data on the ethnicity of officers and staff entering the misconduct processes. • Attendance at annual leadership training, which will include inputs designed to improve inclusive leadership behaviours.

Pillar Two	Respected Our ambition: A police service that is fair, respectful and equitable in its actions towards Black people
Experienced as:	<ul style="list-style-type: none"> • Education for officers, informed by insights from scrutiny panels. • Improved encounters during stop and search. • Enhanced and extended opportunities to scrutinise police activity, particularly around use of force. • Improved confidence in policing encounters with children. • A holistic, multi-agency approach to reducing risk to children most at risk of exploitation. • Improved experience when making a complaint against police. • Improved information on rights when encountering police.
Some of the ways we will measure this:	<ul style="list-style-type: none"> • Disproportionality in use of force. • Feedback on complaints processes • Disproportionality in complaints data. • Black representation on scrutiny panels.
Pillar Three	Involved Our ambition: A police service that listens to the communities we serve, including our own workforce, and involves and engages Black people in how we police London
Experienced as:	<ul style="list-style-type: none"> • Policing that represents the communities it serves* • The public, especially underrepresented groups, have more confidence in the Metropolitan Police Service* • Black communities will be kept informed, consulted and involved regarding the progress of the London Race Action Plan. • Black communities feel heard by the staff and officers of the Met Police Service. • More frequent and improved involvement of young Black people in local policing.
Some of the ways we will measure this:	<ul style="list-style-type: none"> • Involvement of representatives from our Black communities in community scrutiny groups, reference groups and independent advisory groups. • Closing the ethnicity gap in levels of trust measured by the Public Attitude Survey. • Representation on the Youth Advisory Panel.

Pillar Four	<p>Protected</p> <p>Our ambition: A police service that protects Black people from crime and seeks justice for all Black victims.</p>
Experienced as:	<ul style="list-style-type: none"> • We will foster professional curiosity within our officers and staff towards issues impacting on inclusivity so we have a healthy, respectful and inclusive organisational culture. • Improved governance, structures, systems and processes to enable the delivery of our strategy* • Black communities experiencing feelings of protection rather than feeling over-policed. • Deployment of officers into areas of most concern to our Black Communities. • Confidence to report any crime to police. • A victim voice which is heard.
Some of the ways we will measure this:	<ul style="list-style-type: none"> • Victim satisfaction rates regarding care and treatment. • The amount of reporting of VAWG and hate crime offences increasing in under-represented communities* • We will monitor Bullying and harassment levels and Upstander interventions and reporting of wrong doing. • Analysing rates of repeat victimisation for victims of hate crime. • Feedback from victims of hate crime throughout the criminal justice journey. • By reviewing criminal justice outcomes for reporters of hate crime.

Appendix B: Measures of Success

	Outcomes aligned to London Race Action Plan	Summary measures of success
<p>Represented</p> <p>Our ambition: A police service that is representative of the communities it serves and supports Black officers, staff and volunteers. As Sir Robert Peel said in 1829 when he established the Metropolitan Police Act: 'The police are the public and the public are the police'</p>	<p>Our officers and staff will be more diverse, with consistent levels of representation across levels, roles and teams.</p>	<p>Reductions in disproportionality by protected characteristic across ...</p> <ul style="list-style-type: none"> • Length of service • Type of role • Promotion rates • Attraction • Retention • Staff survey engagement and assessment of quality of experience in roles.
	<p>Our officers and staff will feel included, and be fairly and equally treated</p>	<ul style="list-style-type: none"> • Increased engagement with Staff Surveys • Improved indicators of parity in Staff Survey data • Increases in the self declaration of personal characteristics • More compliance against Public Sector Equality duty and completion of EIAs • Stay and exit (insight) interview analysis • Less disproportionality by protected characteristics in disciplinary action • More diversity on disciplinary bodies • A reduction in the ethnicity pay gap • Increased compliance with career development requirements
	<p>Our workforce experiences the psychological safety necessary to speak up where they have concerns or there is wrongdoing.</p> <p>Our workforce are confident that concerns raised are appropriately handled.</p> <p>Our officers and staff experience the psychological safety necessary to confidently raise ideas and suggestions with all levels of our leadership.</p>	<ul style="list-style-type: none"> • Staff Survey data on speak-up culture, and improved satisfaction and confidence in line management and senior leadership. • Timeliness of reporting inappropriate behaviour, and action taken • Distribution of referrals from integrity line • Distribution of SIGNA referrals • Improvements in media and communications engagement measures

	Outcomes aligned to London Race Action Plan (cont.)	Summary measures of success (cont.)
Represented (cont.)	Our officers & staff will continually demonstrate professional curiosity as well as action toward progressing us toward our cultural goals.	<ul style="list-style-type: none"> Increased exposure to Culture, Diversity and Inclusion Interventions Easy access to knowledge and training to improve empathy and understanding in relation to protected characteristic communities Delivery of Learning and Development cultural competency content and take up and completion levels of NMFL training
	Met Leadership will be more diverse, reflective of representation levels in all areas of the workforce.*	<ul style="list-style-type: none"> Increased representation across senior leadership-data based on protected characteristics Successful progression of underrepresented groups More diversity on Senior leadership boards.
	Additional support throughout the recruitment process.	<ul style="list-style-type: none"> More positive feedback on the recruitment process Improved attendance at positive action workshops for each promotion round.
	A new fair and transparent vetting process that keeps people informed throughout.	<ul style="list-style-type: none"> More positive feedback on our vetting processes. Decreased attrition rates of those waiting for vetting during the recruitment processes.
	Supported for promotion and lateral development.	<ul style="list-style-type: none"> Positive feedback on promotion processes. Success rates in promotion processes, broken down by protected characteristic and measured against the eligible pool.
	Leaders will be demonstrate cultural awareness, be confident to have difficult conversations and recognise the difference between learning and misconduct.	<ul style="list-style-type: none"> Decreases in levels of disproportionality measured at each part of the misconduct process. Increased use of learning outcomes ahead of formal recording of misconduct.
	Examination of all new and renewed policies for equality impact across our under represented groups.	<ul style="list-style-type: none"> Increases in the Equality Impact Assessment team's workload.

	Outcomes aligned to London Race Action Plan	Summary measures of success
Respected Our ambition: A police service that is fair, respectful and equitable in its actions towards Black people	Education for officers, informed by insights from scrutiny panels.	<ul style="list-style-type: none"> Changes to training following feedback obtained during scrutiny panels.
	Improved encounters during stop and search.	<ul style="list-style-type: none"> Data on complaints relating to stop and search
	A reduction in use of force.	<ul style="list-style-type: none"> Data on use of force broken down by ethnicity.
	Enhanced and extended opportunities to scrutinise police activity, particularly around use of force.	<ul style="list-style-type: none"> Representation by ethnicity on scrutiny panels compared to population census data.
	Improved confidence in policing encounters with children.	<ul style="list-style-type: none"> Complaint data relating to children broken down by ethnicity.
	A holistic, multi-agency approach to reducing risk to children most at risk of exploitation.	<ul style="list-style-type: none"> Data relating to children at risk of Child Sexual or Economic Exploitation. (CSE, CEE) broken down by ethnicity.
	Improved experience when making a complaint against police.	<ul style="list-style-type: none"> More positive feedback relating to the complaints process
	Improved information on rights when encountering police.	<ul style="list-style-type: none"> Data on complaints relating to failure to provide sufficient grounds during stop and search, indicating improvements.
	Outcomes aligned to London Race Action Plan	Summary measures of success
Involved Our ambition: A police service that listens to the communities we serve, including our own workforce, and involves and engages Black people in how we police London	We represent the communities we serve	<ul style="list-style-type: none"> More representation across workforce data over time More opportunity for community involvement CLO roles embedded locally
	The public, especially underrepresented groups, have confidence in the Metropolitan Police Service	<ul style="list-style-type: none"> Improved representation at Independent Advisory Groups, Scrutiny Groups, Community Reference Groups – activity and membership VAWG and hate crime reporting improvements from underrepresented communities Improved results from the Public Attitude Survey. Improved victim satisfaction rates
	Black communities kept informed, consulted and involved around the progress of the London Race Action Plan.	<ul style="list-style-type: none"> Positive feedback on LRAP Consultation metrics Newsletters and other written material provided.
	Black communities feel heard by the staff and officers of the Met police who serve them.	<ul style="list-style-type: none"> Closing the ethnicity gap in levels of trust measured in our Public Attitude Survey.
	Improved involvement of young Black people in local policing	<ul style="list-style-type: none"> Representation on our Youth Advisory Panel.

	Outcomes aligned to London Race Action Plan	Summary measures of success
<p>Protected</p> <p>Our ambition: A police service that protects Black people from crime and seeks justice for all Black victims.</p>	We have a healthy, respectful and inclusive organisational culture which retains a professional curiosity toward these behaviours	<ul style="list-style-type: none"> • More positive internal cultures through our Upstander programme • Reductions in bullying and harassment levels. • Improvements in team health check metrics (such as absence, complaints and grievance data.)
	We have the governance, structures, systems and processes in place to enable the delivery of our strategy	<ul style="list-style-type: none"> • CD&I (including LRAP) Governance structures embedded throughout the organisation. • Enhanced ability to measure and track improvements in LRAP data collection and analysis. • Successful development and implementation of standing scrutiny programme on cultural initiatives. • Protected characteristics steering group provides a more consistent approach to data capture.
	Black communities who experience a feeling of protection rather than over-policing	<ul style="list-style-type: none"> • Uptake on CD&I interventions and the number of officers and staff reached. • Delivery of staff survey/measures on continuous cultural development through learning and qualitative testing. • Qualitative and quantitative details of ongoing/frequency of CD&I activity and corresponding benefits.
	Deployment of officers into areas of most concern to our Black Communities.	<ul style="list-style-type: none"> • Positive feedback from LRAP Community Reference Group on a revised deployment trial. • Less disproportionality by protected characteristic (ethnicity focus) in victimisation rates for hate crime, domestic abuse and serious violence. • Improvements in hotspot maps covering victimisation data changes over time.
	Confidence to report any crime to police.	<ul style="list-style-type: none"> • A lowered rate of repeat hate crime victimisation • Improved criminal justice outcomes for reporters of hate crime.
	A victim voice which is heard.	<ul style="list-style-type: none"> • Positive feedback from victims of hate crime throughout the criminal justice journey.



**METROPOLITAN
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**MORE
TRUST**

**LESS
CRIME**

**HIGH
STANDARDS**