

AUDIT PANEL

Friday, 31 March 2017

MPS Diversity and Equality Report

Report by: The Director for Strategic Inclusive and Diversity Unit (SIDU)

1. Report Summary

- 1.1. The Inclusion and Diversity Strategy has been redrafted in line with the DARA Review carried out in December 2015 and actions agreed at the Audit Panel meeting on 23 September 2016.
- 1.2. The draft was sent out to a number of key stakeholders both within and outside of the Metropolitan Police Service for feedback. The responses, in addition to those received from members of (Strategic Inclusion, Diversity and Equality) STR.I.D.E Board were used to redraft the strategy.
- 1.3. The Mayor's Police and Crime Plan was published on 20 March. We have been working with MOPAC to ensure the Plan and its priorities are adequately reflected in the Plan. This was also discussed with the Deputy Mayor for Policing and Crime in early March. In light of these additions the strategy will be taken back to the STR.I.D.E Board in May 2017 seeking re-approval of the strategy.
- 1.4. We also plan for the incoming Commissioner to review the draft Strategy, her ownership of the Plan – along with that of Management Board – will be essential to its successful delivery
- 1.5. There is an accompanying work plan that lists the collection of work that need to be undertaken to realise the strategy.

2. Recommendations

The Audit Panel is recommended to:

- a) Note the work done to revise the strategy and the associated programmes of work contained within the work-plan.
- b) Note the activities undertaken to address the 14 recommendations made by the MOPAC Directorate of Audit, Risk and Assurance Risk and Assurance Review.

3. Supporting Information

MPS Strategic Inclusion and Diversity Unit (SIDU):

- 3.1 Since its formation nine months ago, as well as continuing to ensure the Met complies with the legislative requirements of the Equality Act 2010, SIDU has been working to develop the STR.I.D.E framework. The framework comprises the new 2017-2020 Inclusion Strategy, associated work plan and performance dashboard together with an evaluation of the work on Inclusion and Diversity being done by different Operational Command Units.
- 3.2 The Unit completely redrafted the strategy, ensuring that a comprehensive consultation programme was undertaken with key internal and external stakeholders.
- 3.3 The strategy contains the following three objectives:
 - Make the Met an organisation that reflects the city we serve
 - Change our culture, behaviour and internal processes
 - Reduce the inequalities in our interactions with Londoners
- 3.4 And, six priorities:
 - Continue improvement in recruitment of BME and female candidates
 - Improve progression, development and retention of officers from underrepresented groups
 - Improve trust in the Grievance and Management procedure (formerly Fairness at Work)
 - Reduce the level of complaints of incivility, year on year
 - Increase victim satisfaction for victims of all Hate Crimes
 - Develop an understanding of the effect and impact of Race and Institutional Racism on the internal integration and external service delivery of the Met. Work to address negative effects and impacts discovered through academic research.
- 3.5 The Unit has started work on a number of activities in the work plan, whilst still developing the strategy. Some of this work is listed below.

Proposed future work:

- 3.6 Below are some examples of the work at that the Unit is carrying out, working with other colleagues in the organisation:
 - Non-Binary project - an initiative to empower transgender employees who identify as non-binary, to be able to present as their chosen gender at work.
 - Increasing self-declaration of protected characteristics – a recommendation from the EHRC inquiry into the employment tribunal taken out by Carol Howard.
 - Well-being steering group which will collate and co-ordinate all of the different pieces of work being done in the organisation to reduce duplication and

disseminate good practice. This will feed in to the Health and Safety Board whose remit is being expanded to include wellbeing.

- The restructure and training of the Central Independent Advisory Groups to improve cross group working and develop both Proactive and Reactive functions.

Update on activities to address recommendations in DARA review:

i) To rewrite and sign off the Inclusion and Diversity strategy by STR.I.D.E Board on 7th November 2016.

- 3.7 The Inclusion Strategy will be presented to the STR.I.D.E Board members for approval before the next scheduled meeting on May 10th 2017.

- 3.8 The STR.I.D.E Board Terms of Reference, Agenda and Membership have been reviewed updated and signed off.

ii) To write a clearly defined implementation plan with key actions, deliverables and realistic timescales, distinguishing between short to longer term goals.

- 3.9 The work plan has key actions and deliverables, and consultation is ongoing with 'owners' of the actions to agree realistic timescales. The work plan was presented to STR.I.D.E board on the 8th Feb 2017 and it was agreed that the document will remain a 'dynamic' one that will be added to as circumstances change.

- 3.10 The delivery plan is included as an appendix to the strategy document.

iii) An appropriate set of performance measures key to the delivery of the Strategy will be developed and used to evaluate the success of delivery of the Strategy. A top line set of performance indicators have been developed and will be expanded with activities that will be carried out to achieve the measures.

- 3.11 The strategy forms part of the Strategic Inclusion, Diversity and Equality (STR.I.D.E) framework. The framework consist of the strategy; work plan; performance dashboard (which is being composed, but will require assessment of results obtained from activities from the work plan to agree on performance targets); other work being done by the Business Groups and different departments in the Met.

iv) Agreed governance and accountability will be clearly communicated across the MPS. Roles and responsibilities will be clearly defined in support of the Strategy. This is in development and will comprise a Governance structure which will have an internal element which will include STR.I.D.E Board at the top and a Quality Assurance Group made of officers and staff. The SIDU will explore how it can enhance the external governance structure which includes Audit Panel, for example.

- 3.12 The governance and accountability of the strategy will be clearly communicated by the MPS Directorate of Communications as outlined in the SIDU communications strategy (nearing completion). In addition, 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.

v) An effective communications plan, which clearly defines key roles and responsibilities including supporting work strands/projects key to the success of the Strategy will be developed. This will be part of the delivery plan, but the communications has already started with discussion internally on the Diversity Forum and externally with attendees on the STR.I.D.E Board where the outline of the strategy was presented on 26th July 2016

- 3.13 The SIDU is developing a comprehensive Communications Plan (internal and external) working in collaboration with the Directorate of Media and Communications.

vi) Delivery of agreed strategic objectives will form an integral part of the performance appraisal and personal development process for senior leaders and be supported by appropriate training and awareness events. The SIDU will develop a number of mechanisms that will include presentations at Commissioner's Senior Leaders Event; presentation at Chief Office Group and different Business Group Crime Fighters meetings.

- 3.14 SIDU is holding discussions with HR as to how this will be developed and delivered

vii) Interdependencies with other strategies and the transformational key programme of change will be identified and measures put in place to manage them effectively.

- 3.15 The strategy works in tandem with and is an enabler to other Met strategies – HR, People Strategy, One Met Model (OMM), together with the Mayors Policing Plan 2017-2021. This has allowed for collaborative working and devolvment of work as outlined in the Work plan, which accompanies the strategy.

viii) Appropriate support and instructions will be developed to enable teams and business units to create and manage I.D.E action plans and this will be supported by a local on-line presence.

- 3.16 The work for this has already started and will continue with the review and resourcing of the newly formed Strategic Inclusion and Diversity Unit.

ix) A corporate intranet presence for STR.I.D.E, where the Strategy, implementation plan and stated identification of good and innovative practice can be disseminated across the MPS will be developed.

- 3.17 We have started by using the Diversity Forum to make colleagues aware and start a discussion. Further work is being planned with our Directorate of Media and Communications

x) A clearly defined plan with realistic timescales will be developed to support the desired increase against the maturity model.

- 3.18 The Inclusion strategy outlines the Mets aims and objectives and the associated work plan will be the driver to achieve the aims and objectives of the strategy.

xi) A risk register identifying the key risks associated with the implementation of the Strategy will be developed.

- 3.19 The risks identified and associated with the implementation of the Strategy have been raised at the STR.I.D.E Board 8th Feb 2017. Inclusion & Diversity sits on the corporate risk register.

xii) The current Equality policy and associated actions will be updated to Toolkits, in line with the corporate standard and will reflect the revised Strategy and issues arising from recent external reviews.

- 3.20 The Equality policy and associated toolkits have been updated in line with MPS policies and procedures which are currently being migrated to a new Intranet platform. This includes the Inclusion, Diversity & Equality (IDE) policy, Disability and Grievances toolkits. The Transgender toolkit will be updated to reflect the understanding and information elicited from the current Gender Binary pilot.

xiii) Adequate monitoring and evaluation by I.D.E Champions will take place, informed by the current pilot schemes in SC&O and SO.

- 3.21 Measures of success, monitoring and evaluation processes will be developed collaboratively with the SC&O and SO and the results will be used to develop processes for the rest of the organisation.

xiv) Clearly articulate the role of MOPAC in providing oversight.

- 3.22 MOPAC's Joint Audit Panel will monitor our progress every three months. In addition, 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.

4. Equality and Diversity Impact

All activities reported on are being developed to mitigate risk and negative impacts on equal opportunities or diversity.

5. Financial Implications

Any appropriate financial implications will be addressed as required.

6. Legal Implications

Any appropriate legal obligations will be addressed as required.

7. Risk Implications

Any appropriate risk implications will be addressed as required.

8. Contact Details

Report author: Chief Superintendent Victor Olisa, Director of SIDU

Mobile: 07789 296097

Email: victor.olisa@met.police.uk.

9. Appendices

Appendix 1- Draft Inclusion and Diversity Strategy 2017- 20 (for information only)

Appendix 2- Draft Inclusion Work Plan 2017 – 20 (for information only)