

**Clare Davies**  
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Dear Ms McCartney,

**Ref: The diversity of the MET's frontline**

I am writing on behalf of the Commissioner to provide you with an update on our progress with the recommendations from the Police and Crime Committee's report on diversity.

As the Deputy Mayor highlighted in his letter of 27th January, we were already starting to see positive changes in the diversity of our recruitment pipeline and this trend has continued. In March we celebrated reaching the MOPAC target of circa 32,000 officers. We recruited 3,060 new constables in 2014/15 of which 16.2% were from BAME backgrounds and 28.5% were female. This is the highest proportion of BAME joiners that we have achieved in the last 10 years when we have been recruiting at high volumes.

The effect of the residency criteria that the Deputy Mayor refers to is also now really starting to filter through. For example, our intake on the 29th June of 143 recruits saw 20% from BAME background and 32% female. We are hoping to achieve 21-23% of our new constable joiners being from BAME backgrounds during 15/16.

The PCC recommendations were very much welcomed. I shared the report with our strategic leads early after publication for them to consider.

**Recommendation 1** - We have carried out research that looked at BAME females as a distinct group and identified some of the specific recruitment barriers associated with this group e.g. perceptions of danger, benefit of flexible working hours, confidence in abilities. We have designed new material tailored to manage perceptions and concerns. This is about to go live as part of our new interactive recruitment website. The CKP bursary loan is already in place for BAME women. Our new Community Ambassador Scheme will enable us to more effectively tap into networks of BAME women and address the specific concerns that they have. I genuinely believe that this new approach to outreach holds the key to us changing the mindset of BAME women. I do not however underestimate the size of the challenge and the time that it will take to see tangible results.

**Recommendation 2** - We have revisited the information we provide on vetting to enable all candidates to assess their suitability in a far more accessible and easy to follow format. This is being published on our new recruitment web site.

We also now supplement this information through face to face briefings for BAME candidates at our positive action 'Meet the Met' events. I have explored the self-assessment questionnaire recommendation with the Head of Vetting. Whilst there is no objection to this, it would only capture information that is known to the candidate. Quite often vetting standards are not met through associations or intelligence that is held. What we can do is be much clearer on the type of information that needs to be disclosed and the importance of doing so. This is what our new information and guidance is seeking to achieve. We recognise that vetting checks still present the biggest challenge in terms of disproportionality for BAME groups.

**Recommendation 4** - We regularly publish diversity data to B(OCU) Commanders and this is also reported on a quarterly basis to Management Board. The new One Met Scorecard places greater emphasis on individual command units having a specific action plan to achieve a more representative workforce. The Territorial Policing Business Group has also reviewed the way that probationer constables are managed after they complete their initial police training. This is something we will continue to monitor carefully.

**Recommendation 5** – The activity of volunteering is not explicitly required as a mandated part of our assessment processes. We often receive feedback from BAME officers that they feel that a more explicit requirement to volunteer or mentor colleagues will result in tokenistic gestures to assist colleagues in gaining promotion. It is important that we strike the right balance but the principle of valuing those that support colleagues for genuine reasons is one we will continue to encourage.

Our Police Performance Framework requires candidates to evidence how they manage and develop working culture and equality practices within their area. Officers who undertake additional volunteering/mentoring activities for underrepresented groups will be able to draw on this experience in PDR and promotion processes.

The new Leading for London programme recognises how essential mentoring relationships are to all Officers. Those participating in the will develop and undertake mentoring and coaching activity promoting a more holistic approach to the future nurturing of our talent.

**Recommendation 6** - The Met has a wide range of flexible working policies in place which many officers and staff take advantage of. A broader review of our approach, including different working patterns and the use of technology, is something we will consider as we develop our next People Strategy for 2016 onwards.

**Recommendation 7** – We are just finalising a new outsourced exit interview survey. This includes a higher touch service for women and BAME officers/staff that leave the Met. We are keen to understand more about reasons for leaving and this will be a key enabler in doing so.

**Recommendation 8** - We have made good progress with achieving greater gender balance in many of our specialist commands. There are many examples of where such units have already undertaken work to address the barriers and perceptions for women working successfully in such areas. In July we will present a business case to Management Board for a new career development service. This will be targeted towards underrepresented groups and include a

virtual careers fair that will allow specialist units to undertake a broader range of positive action activities and more proactively address barriers to recruitment.

**Recommendation 9** - The Met already takes a zero tolerance approach to all forms of discrimination whether internally or against members of the public. In cases where discrimination is found to be proven staff will face misconduct action an outcome of which may include dismissal from the service. The DPS have introduced new ways of reporting wrongdoing which are more accessible.

In the light of the Carol Howard case within the MPS there currently are two reviews underway, one was internally commissioned and is led by the Arbitration Conciliation Advisory Service (ACAS) and the second is an external review led by the Equalities and Human Rights Commission (EHRC). A central theme of both reviews will be to assess how the MET deals with matters of discrimination and provide recommendations and support where necessary in terms of how the MET can improve further in the future. The ACAS review will conclude in 2015.

**Recommendation 10** - Our existing People Strategy has focused on increasing BAME and Female representation. We will consider our future approach in relation to LGBT officers as part of work to develop the new three year people plan. In the meantime HR are working with the newly formed Met LGBT staff association which will enable us to understand any immediate issues that need to be addressed.

Please can I take this opportunity to thank you for your interest in this area of Policing and further reassure you that the Met remains committed to exploring all options to attract and retain a truly representative workforce.

Kind Regards



**Clare Davies**  
**Director of HR**