

Tackling disproportionality in the police officer misconduct process

Action plan

Intervention	Description	Action to be taken	Timescales	Lead
1 – Safe space for supervisors	<p>Creating a 'safe space' for supervisors to seek support and advice (anonymously if required) prior to considering formal misconduct.</p> <p>A HR advice line is in place, originally set up to advice on Grievance procedures. This is to be utilised for misconduct also.</p>	<p>A communication plan to promote this service internally launched in February 2017.</p> <p>Conduct a series of briefings to advise line management staff regarding misconduct.</p> <p>Examine whether any data can be captured to show whether the advice line is being used for 'safe space' advice.</p>	<p>Continuous throughout 2017</p> <p>Complete by end Autumn '17</p> <p>Completed</p>	<p>Strategic HR</p> <p>Directorate of Professional Standards (DPS)</p> <p>Strategic HR and Strategy & Governance</p>
2 – Additional training and support for: a) Professional Standards Champions (PSCs) b) Line managers at Sergeant / Inspector level c) Development days for Staff Support Associations (SSA)	<p>PSCs, line managers and Staff Support Associations will be offered additional training to ensure they are fully equipped to recognise whether concerns raised to them are actually misconduct or whether the matters should be explored through routine line management.</p> <p>Awareness needs to be raised regarding the disproportionality problem to ensure BME officers' cases are dealt with in the same way as non-BME officers' cases.</p>	<p>2a) Develop and deliver a discrimination training package to all existing PSCs as part of continuous professional development.</p> <p>2b) Deliver a specifically tailored Discrimination Training Package as part of all promotion courses</p> <p>2c) Deliver regular development days to SSAs to help them support staff in regards to disproportionality</p>	<p>Started in July 2017 and will continue quarterly</p> <p>Starting in autumn 2017</p> <p>Started in July 2017 and will continue regularly</p>	<p>DPS</p> <p>Met Training</p> <p>Strategy & Governance</p>
3 – Leading for London training	Aims to develop officers and staff by building skills, capability and positive behavioural change. By creating a skilled and inclusive workforce, leaders will lead, manage differences	LfL will start with senior leaders, cascading down to all officers and staff to level of Sergeant /	Starting in Autumn 2017	Strategic HR

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programme	and diversity better, and have the relevant skills to underpin the new ways of working as the Met transitions. 'Inclusive Practice' is consistently woven through the programme objectives and learning outcomes for each part of Leading for London.	Band D. In scope on a mandatory basis are 10,300 officers and police staff. Constables and staff below Band D level will receive learning via digital resources.		
4 – Changes to the MPS MM1 form (used to record internal conduct concerns)	Rollout of a revised MM1 form, aimed to encourage line managers and PSCs to consider informal action where appropriate.	Revise MM1 form / guidance and seek feedback from MPS Legal Services. Introduce new MM1, with a communication plan.	Ongoing Autumn 2017	DPS & Directorate of Legal Services (DLS)
5 – Evaluating the impact of actions	Future analysis and evaluation of the impact of interventions.	a) Analyse MPS misconduct data (calendar years 2016 & 2017) as per original research to evidence any changes. b) Conduct quarterly surveys of PSCs and DPS Investigators to capture feedback on training and key challenges. c) Conduct quarterly post-training surveys with new Sergeants and Inspectors to review Met Training. d) Leading for London has a planned evaluation strategy (Kirkpatrick & Project Management methods) forming three core areas of focus: 1. Learner Experience and Performance – Rating and Satisfaction of programme and Learning Content	End of January '18 Quarterly starting after August '17 Quarterly starting once training is delivered Dependent on training delivery	MOPAC Evidence & Insight Strategy & Governance Strategy & Governance Strategic HR

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		<p>2. Programme Performance – Impact, culture, and behavioural change/shift evidenced as a result of delivery</p> <p>3. Project Performance – Efficiency, effectiveness, cost, impact and quality.</p> <p>e) Quarterly review of performance regarding discrimination in misconduct, grievances & Employment Tribunals as part of the Discrimination Complaints Project Board.</p>	Continuous throughout 2017-18	Strategy & Governance