

# Race Equality Scheme

# Contents

		Page
	<b>Preface</b>	2
	<b>Acknowledgements</b>	3
<b>Part A</b>	<b>Arrangements for Meeting the General Duty 2002 to 2005</b>	4
Background	<b>The Metropolitan Police Authority</b>	5
	<b>The Race Relations (Amendment) Act 2000</b>	7
Section 1	<b>Organisational arrangements</b>	9
Section 2	<b>Key measures of success</b>	14
Section 3	<b>Impact assessments</b>	15
Section 4	<b>Arrangements for publishing and monitoring the impact assessment results</b>	17
Section 5	<b>Arrangements to ensure public access to information and services</b>	19
Section 6	<b>Arrangements for training staff and MPA members</b>	22
Section 7	<b>Meeting the employment duty</b>	23
Appendix 1	<b>MPA Equal Opportunities Statement</b>	25
Appendix 2	<b>MPA Equal Opportunities and Diversity Board</b>	26
	<b>Glossary</b>	27
	<b>Abbreviations</b>	29
	<b>Contact details</b>	29
<b>Part B</b>	<b>Action Plans 2002 to 2005</b>	30
	<b>Introduction</b>	31
	<b>The functions of the MPA</b>	32
	<b>The policies of the MPA</b>	33
	<b>Determining relevance</b>	35
	<b>Clerk's Action Plan</b>	36
	<b>Functional and Policy Impact Assessment Programme</b>	40
	<b>Performance Measurement Plan Indicators</b>	43
	<b>Performance Measurement Plan</b>	44
	<b>Equalities and Diversity Work Programme</b>	47

# Preface

I am pleased to present the Metropolitan Police Authority's Race Equality Scheme. The requirement to produce such a scheme is set out in the Specific Duty contained within the Race Relations (Amendment) Act 2000. The MPA welcomes the duty and is fully committed to embracing the spirit of the legislation to promote race equality.

As a new public body, the Metropolitan Police Authority (MPA) has the hugely important responsibility of ensuring the efficiency and effectiveness of the Metropolitan Police Service (MPS). From its inception the MPA has supported equality of opportunity and valued diversity through the work that it has carried out itself, or required the MPS to do.

It is hoped that this innovative scheme will provide leadership to the MPS in areas where the MPS still has much to achieve, especially in terms of gaining the trust of the diverse communities it serves. Similarly, the scheme should help the MPA gain the confidence of all those people who live and work in London, and who will hold the Authority to account for ensuring that the MPS is racially and culturally sensitive in all its work.

I welcome the MPS's own Race Equality Scheme and urge everyone to read the MPA scheme in conjunction with the MPS scheme as they are intended to work side by side.

The MPA's Race Equality Scheme marks the beginning of a process, not the end. In three years time, I am confident that Londoners will see a recognisable difference in the way in which the MPA and the MPS work. In the meantime, I encourage everyone to get involved in taking this new scheme forward.

**Toby Harris**  
Chair of the MPA

## Acknowledgements

The Metropolitan Police Authority would like to thank all those who have contributed to the development of the Race Equality Scheme. In particular, it wishes to thank the following organisations for their constructive support and feedback: the MPA Race Relations (Amendment) Act Working Group, the MPS Race Relations (Amendment) Act Steering Group, the Commission for Racial Equality, London's racial equality councils, the Association of Police Authorities, and the Greater London Authority.

The Metropolitan Police Authority would also like to thank the members of the public and community organisations, who provided support and feedback. Particular thanks go to Action Group for Irish Youth, Black Londoners' Forum, Choice FM, Community Security Trust, London Civic Forum, the Mayor's Office and the London Evening Standard.

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# Race Equality Scheme

Part A

**Arrangements for Meeting the General Duty**

2002 to 2005

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## Background

# The Metropolitan Police Authority

### What is the Metropolitan Police Authority?

The Metropolitan Police Authority (MPA) was established on 3 July 2000, to replace the Home Secretary as the police authority for London. Its principal function is to secure and maintain an efficient and effective police service for the capital.

The MPA is an independent body. It has 23 members - four are magistrates, seven are independent members, and twelve are drawn from the Greater London Assembly.

### What is the Metropolitan Police Service?

The functions of the Metropolitan Police Service (MPS) are to:

- prevent and detect crime;
- bring offenders to justice;
- protect persons and property;
- maintain the Queen's peace.

The MPS consists of about 27,500 police officers, 10,800 civil staff and more than 800 traffic wardens. The MPS serves the whole of the Greater London area, which covers approximately 620 square miles and has a population of about 7.2 million people.

### What does the Metropolitan Police Authority do?

The MPA is required to:

- set objectives for the policing of London;
- issue a local policing plan, including details of objectives, targets, performance and actions;
- produce an annual report;
- bring improvements to policing by meeting a duty to provide best value;
- consult those who live and work in London on matters concerning policing in their areas;

- co-operate with each London borough, the Commissioner of the MPS, and other agencies in crime and disorder reduction partnerships;
- promote equality of opportunity for everyone, eliminate unlawful discrimination, and promote good relations between people of different racial groups, different religious beliefs and different sexual orientation;
- operate an independent custody visiting scheme (formerly known as 'lay visiting') to check the treatment and conditions of people held in custody in London's police stations.

The MPA also has responsibilities with regard to financial and budgetary matters. Principally, it is required to:

- stand accountable for the management of the monies it receives for the policing of London;
- keep a police fund and accounts;
- make proper arrangements for the administration of the financial affairs of the MPS;
- assume ownership of all police property in London;
- act as the contracting party for the purposes of agreeing contracts and services;
- conduct audits of the MPS.

With regard to the staff under the command and control of the Commissioner, the MPA is responsible for:

- overseeing complaints and disciplinary proceedings against senior police officers of ACPO rank;
- overseeing employment issues involving civil staff;
- appointing senior police officers. (The senior ranks comprise Commissioner, Deputy Commissioner, Assistant Commissioners, Deputy Assistant Commissioners and Commanders).

## **The MPA and the MPS**

The MPA and the MPS are separate bodies, yet the MPA has powers to influence and lead the MPS. For example:

- The MPA may ask the Commissioner to submit a report on matters connected with the policing of London;
- The MPA determines the priorities and performance targets of the MPS;
- The Commissioner is required to submit a general report to the MPA each year;
- The MPA is responsible for delivering best value work carried out by the MPS;
- The MPA makes arrangements for consultation, which helps the MPS provide more effective policing.

In general, the MPA has the same functions and responsibilities as the 41 police authorities outside London, in England and Wales. Any differences take account of circumstances particular to London such as the existence of the Greater London Authority, and the importance of the MPS in terms of its size and its national and international policing responsibilities. These responsibilities include the protection of prominent persons and their residences, national security, and counter-terrorism.

## **The MPA and the Greater London Authority**

Although the MPA is one of four functional bodies of the Greater London Authority (GLA), it is a separate legal entity from the GLA. The Mayor of London must consult the MPA before preparing a draft budget and when preparing statutory strategies for London.

When requested, the MPA has a duty to supply information to the Mayor and members of the Greater London Assembly about the work and finances of the MPA.

## **The MPA and the Home Secretary**

Both the MPA and the Home Secretary have a role to play in ensuring that the MPS discharges its national and international duties efficiently and effectively. These duties are set out in the GLA Act (1999).

In addition the MPA has to comply with, or take into account, various directions and targets on policing matters given by the Home Secretary. The Authority also has to comply with any direction the Home Secretary makes following a report about the MPS by Her Majesty's Inspectorate of Constabulary (HMIC).

## **MPA support structure**

The MPA currently employs approximately 80 staff, known collectively as 'the secretariat'.

The Clerk, who is head of the paid service, acts as the chief executive for the MPA, and is the monitoring officer, warning of illegality or maladministration.

The Treasurer is responsible for the proper administration of the financial affairs of the MPA and has a supervisory role over the entire police budget.

## **Finding out more about the MPA**

Further information about the MPA can be obtained from its website [www.mpa.gov.uk](http://www.mpa.gov.uk) or by writing to:

Metropolitan Police Authority  
10 Dean Farrar Street  
London  
SW1H 0NY

## Background

# The Race Relations (Amendment) Act 2000

### Stephen Lawrence Inquiry

The Stephen Lawrence Inquiry exposed institutional racism in the MPS and other public organisations.

With regard to the MPS, the inquiry highlighted the following:

- stereotyping of minority ethnic people;
- colour and cultural blindness;
- poor policy implementation;
- absence of sustained leadership;
- loss of faith in the system by communities;
- a need for public services to rebuild trust;
- a need for public services to demonstrate fairness.

### The duties of the Race Relations (Amendment) Act 2000

The Race Relations (Amendment) Act 2000 is the legislative response to the Stephen Lawrence Inquiry. Its policy intention is to incorporate race equality considerations into public services and to build on work already in place in many public sector organisations. Its agenda concentrates on both cultural change and practical delivery.

#### General Duty

The General Duty under the Race Relations (Amendment) Act 2000 says a public authority must “have due regard to the need” to:

- tackle racial discrimination;
- promote equality of opportunity;
- promote good race relations.

In practice, this will mean making sure that the duty is central to the way in which any function is carried out where race equality is relevant.

#### Specific Duty

Under the Specific Duty all public authorities to whom the Act applies must prepare and publish a Race Equality Scheme by 31 May 2002. The scheme should set out how they plan to meet the general and specific duties.

#### Benefits

By requiring public authorities to develop race equality schemes, the Race Relations (Amendment) Act 2000 is striving to ensure that authorities like the MPA and the MPS secure the following improvements:

- better targeted policies;
- more minority ethnic staff at all levels;
- improved service user perceptions and satisfaction;
- improved residents' perceptions, confidence levels and reassurance;
- reduced gaps in service outcomes;
- better resident and user consultation and involvement;
- better targeted information on public services;
- enhanced access to public services;
- improved organisational mainstreaming and integration of race equality considerations in all aspects of public authority structures, processes and service delivery.

#### Policing and race equality

The MPS is separately required under the Act to meet the general and specific duties and to produce its own race equality scheme.

The MPA has worked with the MPS to ensure each other's schemes, and the arrangements within these, work together.



Given how important policing is to London's diverse communities, the MPA has a crucial role to play in ensuring that the MPS continues to make improvements to the policing service it delivers. Where appropriate, the MPA will work in partnership with key stakeholders and partners, such as the Commission for Racial Equality (CRE) and the GLA, to bring about these continuous improvements.

# Section 1

## Organisational arrangements

### Key objective of the MPA's Race Equality Scheme

The key objective of the MPA's Race Equality Scheme is to demonstrate the MPA's commitment to race equality. The scheme will achieve this objective in the following ways:

- By setting out arrangements that will ensure everyone perceives his or her experiences with the MPA to be fair and non-discriminatory;
- By demonstrating how the MPA will promote race equality in the MPS;
- By showing how the MPA will work with and influence other partners to promote race equality.

### Commitment

The MPA has set out its commitment to equal opportunity and diversity in its Equal Opportunities Statement. This is a living document and, as such, will be constantly evolving. (See Appendix 1.)

### The roles of members and committees

All MPA members must be aware of their duties set out in equalities related legislation, including the Race Relations (Amendment) Act 2000. All members will be fully briefed on their responsibilities.

All members have signed the MPA's Code of Conduct. This code sets out the standards members must meet when undertaking public duties on behalf of the MPA.

To meet its duties under the Race Relations (Amendment) Act 2000, the MPA will continue to mainstream responsibility for the equalities agenda through each of its committees and executive decision-making processes.

At the full Authority meeting on 23 May 2002, the MPA agreed to a reorganisation of its committee structure. The following committees were established at the Authority's Annual General Meeting on 27 June 2002:

- The full Authority;
- Audit Panel;
- Consultation Committee;
- Coordination and Policing Committee;
- Equal Opportunities and Diversity Board;
- Finance Committee;
- Human Resources Committee;
- Planning, Performance and Review Committee;
- Professional Standards and Complaints;
- Standards Committee.

Below is a summary of the committee arrangements as of 31 May 2002, covering each committee's responsibilities for equalities and diversity matters. The MPA will ensure that the remits identified below are adopted within the successor arrangements.

The full **Authority** is the main decision-making body. It has overall responsibility for the work of all other committees. The role of the full Authority with respect to equalities is to ensure that the development and scrutiny of equalities and diversity work is effectively managed and financed.

The **Consultation, Diversity and Outreach Committee** has lead responsibility for ensuring that the MPA meets its legislative requirements and achieves good equalities practice and performance.

The **Consultation, Diversity and Outreach Performance Sub-Group** monitors the performance of the MPS with regard to matters of concern to minority ethnic communities such as 'stop and search' and hate crimes.

The **Human Resources Committee** advises on equality and diversity in all matters relating to the employment and training of staff, both for the MPA and the MPS.

The **Professional Standards and Performance Monitoring Committee** interrogates the MPS about its performance and management data. This includes equality and diversity performance measures.

The **ACPO Conduct Sub-Committee** investigates and deals with allegations, reports or complaints about the conduct of senior police officers in accordance with appropriate regulations.

The **Finance, Performance and Best Value Committee** deals with financial and strategic planning and best value. The policing plan must address the need to ensure that the priorities work towards maintaining and improving the community's trust and confidence in policing. The committee must also ensure that financial criteria used for monitoring spend and measuring performance strike an appropriate balance with equalities criteria. The committee monitors best value reviews and when doing so, checks that they encompass equality considerations.

The **Estates Sub-Committee** manages MPA property, which includes all the land and buildings used by the MPS. The committee is responsible for access to premises and the facilities therein.

The **Audit Panel** strives to achieve value for money in all areas of spend, including diversity initiatives. It must ensure that the MPA's priorities concerning equalities and diversity are reflected in the annual programme of audits.

The **Standards Committee** sets the standards of conduct, including those concerning equality principles, which members of the MPA are

expected to meet when carrying out public duties. The committee will monitor the operation of the MPA's Code of Conduct and promote training to support members in carrying out their duties.

## Equal Opportunities and Diversity Board

An Equal Opportunities and Diversity Board will be established. It will comprise members of the MPA, staff and representatives from the MPS, partner organisations and the community.

The Board will consider and co-ordinate all matters of race and equal opportunities including the implementation, monitoring and review of the Race Equality Scheme. To do so, the Board will request papers, reports and the attendance of senior MPA and MPS officers at meetings.

The Board will also pursue and monitor the implementation of actions required under all equal opportunities legislation.

The Board will be accountable to the full Authority and will assess and report on how well committees are mainstreaming equalities in aspects of their work. It will have the power to:

- propose the co-ordination of race equality and diversity activities to minimise duplication;
- delegate work;
- call MPA committee chairs or MPS directorates to account for actions taken, or not taken, which could have an adverse impact upon performance in equality matters;
- set action plan and work programme priorities.

The Board's links to the MPA, MPS and GLA boards and committees with which it will work are shown in Appendix 2.

## Designated staff roles

An objective of the MPA is to mainstream equalities into the work of its staff. All staff are required to support the Equal Opportunities Statement. The statement is issued as part of recruitment packs, including the new starters' induction pack. Objectives relating to the statement will be discussed with staff at their six-monthly probationary interviews and at subsequent performance appraisal reviews.

In addition, the officers and units mentioned below will have the following relevant responsibilities:

The **Clerk to the Authority** will be ultimately accountable for equal opportunities in the MPA and its compliance with the general and specific duties of the Race Relations (Amendment) Act 2000.

The **Head of Consultation, Diversity and Outreach Unit** will be the lead adviser to the MPA on equality and diversity issues, as well as the point of liaison with regard to such issues for the MPS, the GLA, other bodies and the community. This officer will also co-ordinate the monitoring and implementation of recommendations relating to equalities work, including HMIC inspections, the Stephen Lawrence Inquiry Report, and other reports, such as the Viridi Inquiry Report and the GLA's Equalities for All Review. The Head of Consultation, Diversity and Outreach Unit will also be the lead support officer to the MPA's Equal Opportunities and Diversity Board.

The **Head of Human Resources** will be key adviser to the MPA with regard to staff employment, equality and training issues. This officer will also be responsible for advising and monitoring the MPS on similar employment matters.

The **Treasurer** will be responsible for making proper arrangements for the administration of the financial affairs of the MPA. This will

include offering advice and guidance on the expenditure of the MPA and the MPS diversity budgets, and advising how the MPA can secure best value and promote its equal opportunity policies. The Treasurer will also promote the application of equalities criteria and objectives with regard to the procurement of services.

The **Senior Analyst** will be the key adviser to the MPA on performance management and monitoring systems with regard to equality and diversity issues.

The **Policy Officer (Diversity and Community Safety)** will be responsible for ensuring due regard is paid to potential equality impacts and implications in response to external consultation exercises, for example, the Police Reform Bill agenda and the Police and Criminal Evidence Act (PACE) review.

The **Best Value Policy Officer** will be responsible for the development of the annual plan and best value reviews. This officer will ensure that the annual planning and best value processes address equality considerations amongst other relevant criteria, and that an inclusive approach is taken when consulting on priorities and needs.

The **Internal Audit Directorate** will play a lead role in periodically auditing the performances of the MPA and the MPS against the diversity policies and procedures contained in their respective schemes. The Internal Audit Directorate will give due consideration to race and other equality issues when conducting its review of MPA and MPS systems. In some circumstances, the Internal Audit Directorate may be required to work particularly closely with the CRE.

The **Director of Communications** and the **Communications Unit** will be centrally placed to promote and publicise the MPA's Race Equality Scheme. The Communications Unit

will also be responsible for advising the MPA on how best to communicate with minority ethnic communities. The Unit manages the MPA's website and will provide advice on maximising the potential of e-consultation.

The **Information Systems Projects and Planning Officer** will advise on compliance with the Data Protection Act and Human Rights Act in relation to the use of information systems and technology.

The **Head of Secretariat** will be responsible for promoting the accessibility of committees to the public.

The **Consultation, Diversity and Outreach Unit** will be responsible for supporting and undertaking equalities and diversity initiatives and projects for the MPA and the MPS. The Unit will ensure that community and police consultative groups and independent custody visitors are made aware of the MPA's Equal Opportunities Statement and are encouraged to support its objectives. The MPA also has a responsibility to work in partnership with Crime and Disorder Reduction Partnerships (CDRP) on crime and community safety matters. The Unit will develop and support the MPA Equalities and Diversity Work Programme.

### **Equalities and Diversity Work Programme**

The MPA will prepare, agree and publish an annual equalities and diversity work programme, which will cover the wider equalities agenda.

### **Organisation culture**

Race equality, equal opportunities and diversity work will be mainstreamed through the organisation by means of the performance appraisal system. Performance appraisal will identify each staff member's individual objectives towards equality and diversity matters

as well as their training and awareness requirements.

The MPA's senior management team will be responsible for ensuring the mainstreaming of race and equalities in all aspects of the MPA's management decisions, including resource allocation. It will be the responsibility of the Clerk to ensure that MPA team leaders are consistently applying the diversity component of the performance appraisal.

MPA team leader and staff meetings will include equality and diversity as standing items on their agendas.

### **Updating the Race Equality Scheme**

The Head of the Consultation, Diversity and Outreach Unit will be responsible for updating the MPA's Race Equality Scheme, reporting on the progress of the Action Plan, and keeping the MPA informed about the overall progress of the MPS's scheme.

### **Holding the MPS to account**

The MPS has set out its arrangements for meeting the general and specific duties of the Race Relations (Amendment) Act 2000 in its Race Equality Scheme. (See Part C.) The MPA will develop links between the Equal Opportunities and Diversity Board and the MPS's Diversity Strategy Board.

The MPA will commission the MPS to produce committee reports, briefings and other papers, including reviews, about areas it wishes to scrutinise.

The MPA will agree performance measures, targets and timescales for undertaking and completing certain activities, including ministerial targets and those arising from the Stephen Lawrence Inquiry, HMIC inspections, etc.

The MPA Equalities and Diversity Work Programme will identify the key areas of policy that the MPA intends to scrutinise annually. This will refer to the Action Plan in Part B.

The MPA will seek member/officer representation, as relevant, at board and working group meetings co-ordinated by the MPS Diversity Directorate, and other directorates, for example, human resources, training and territorial policing that are identified in the scheme for progressing specific policy actions.

The MPA will seek to support the development of MPS diversity strategies through relevant campaigns and events hosted by the MPS.

### **Partnership**

The MPA will aim to support joint race equality project work with relevant agencies by actively participating in, and contributing to, cross-agency equality and diversity initiatives.

#### **The Mayor's Office/Greater London Authority**

The MPA will develop a working relationship between the Equal Opportunities and Diversity Board and the GLA's Equalities Budget Group as well as its Equal Opportunities Commission. The MPA's Equal Opportunities and Diversity Board will invite representation from the Mayor's Office/GLA.

The MPA will seek to fulfil its obligations and commitments arising from the recommendations in the GLA's Equalities for All Review.

The MPA will support the development of GLA group-wide equality and diversity related standards and objectives.

#### **Community and police consultative groups and independent custody visitors**

The MPA will help community and police consultative groups (CPCGs) and independent custody visiting panels (ICVPs) promote race equality, eliminate unlawful race discrimination and foster good relations in their work with local communities. CPCGs and ICVPs will be expected to be mindful of the MPA's Equal Opportunities Statement. So too will all bodies receiving MPA funding.

The MPA will support CPCGs and ICVPs in broadening their representation and will encourage them to engage as fully as possible with all sections of the community.

The MPA will encourage CPCGs and ICVPs to inform it of local concerns in relation to MPS equalities issues and the implementation of the MPS scheme at a borough level.

#### **Crime and Disorder Reduction Partnerships**

The MPA will work with crime and disorder reduction partnerships across London to promote the consideration of race equality impacts in the development and implementation of local community safety strategies.

#### **Contractors**

The MPA's Equal Opportunities Statement will be issued to all bodies receiving funding from the MPA. It will also be issued to contractors with contract documents or commissioning briefs.

## Section 2

### Key measures of success

#### Key measures of success for the MPA

The MPA is confident that its race equality scheme will make a difference. The scheme's success can be measured by how well it has achieved the following targets:

- Staff feel that they are being fairly treated by MPA members, managers and colleagues in terms of race and equal opportunities;
- Management structures and processes are in place to give staff the confidence to make complaints and voice grievances;
- London's minority ethnic communities have greater trust and confidence in their police service;
- The MPA is working in partnership with other organisations on issues of race equality;
- Mechanisms for consulting and engaging with young people in particular are established by the MPA.

used to keep the MPA link members and committees informed about local equality issues in service delivery;

- Management structures and processes are in place to give staff the confidence to make complaints and voice grievances;
- A proportionate reduction in the number of race related employment tribunal cases.

Relevant quantitative and qualitative indicators are outlined in the Action Plan, Part B.

#### Monitoring

The Equal Opportunities and Diversity Board will ensure regular monitoring of these issues. The results will be reported annually to the full Authority and published in the policing plan/annual report from 2003.

#### The MPA's indicators for the MPS

The MPA will also set indicators to measure whether it has successfully directed and influenced the MPS with respect to race equality. These indicators will be:

- The public lifting of the label 'institutionally racist', placed upon the MPS by the Stephen Lawrence Inquiry Report;
- The MPS workforce is representative of London's diverse communities at all levels;
- The alleviation of the public's perception that there is unjust racial disproportionality in sensitive areas, such as deaths in custody and 'stop and search';
- The greater effectiveness of diversity training provided to all MPS staff;
- 'Fair Practice' measurement is implemented across all borough and occupational command units (BOCU and OCU) and is

## Section 3

# Impact assessments

### Arrangements for assessing and consulting on proposed policies

The MPA will, as it is required to do, introduce processes to assess policies for any negative impact they may have on the promotion of race equality.

### What is an impact assessment?

A race equality impact assessment is a systematic way of finding out whether a policy or proposed policy affects different racial groups in an unequal way.

### What will an impact assessment achieve?

In carrying out an impact assessment the MPA will seek to take full account of the needs and experiences of those affected by its policies and will respond to inequalities in an appropriate manner.

### What counts as 'relevant' for an impact assessment?

The MPA has to carry out an impact assessment on all relevant functions and policies. These are identified in the Action Plan, Part B. In this context, 'functions' refers to the MPA's duties and powers, and 'policies' refers to the formal and informal decisions about how the MPA carries out its duties and uses its powers.

MPA policy is continually evolving and developing by means of:

- committee decisions;
- ministerial and central government directives;
- best value reviews;
- development of the policing plan and policing priorities;
- internal corporate strategy development;

- evidential scrutinies;
- project development.

### Determining relevance

Full impact assessments may not be necessary in all cases. Not every review, committee report, strategy, etc., may have relevance to the General Duty. However, the MPA will seek to establish a transparent and systematic process by which to show that relevance has been considered.

### Structure and process for policy review impact assessment

Several processes have been identified to determine relevance and the need to carry out an impact assessment.

The MPA has drawn up a current list of all the project work being undertaken. When a project is added to the list, the lead officer should consider its relevance to race equality and the wider equalities agenda, and record whether the project warrants an impact assessment.

With regards to commissioned work, such as a committee report, the extent of its relevance to race equality should be identified by the lead officer at the commissioning stage. The same early consideration should be given when objectives are set for projects, for example, project initiation documents, terms of reference and project appraisals. This early analysis will determine whether the work warrants an impact assessment.

Authors of committee reports will outline the equality implications of their reports. The standard pro-forma for reports will include a section for outlining the equal opportunities implications. This will be used to note the relevance of the report to equalities (including race equality) and whether an impact assessment has been carried out.



All MPA and MPS best value reviews and evidential scrutinies must include an equalities impact assessment.

The Head of Secretariat will be responsible for preparing a list of all decisions arising from committee reports, and for making an initial assessment of decisions that are likely to lead to policy development.

The Head of the Consultation, Diversity and Outreach Unit will be responsible for reviewing recommendations and decisions that are likely to have significant relevance to the General Duty.

### **Types of impact assessment**

Depending upon the level of relevance to race equality, the MPA will carry out one of the following impact assessments:

- An initial assessment or screening based on existing knowledge, data and informed estimates of the size of the issue and the people it affects;
- A partial impact assessment, which includes an initial assessment plus an outline of risks and benefits, and the advice of experts and interested groups;
- A full impact assessment, which includes a partial impact assessment plus external consultation, recommendations, and arrangements for monitoring and evaluating the assessment.

### **Who will carry out an impact assessment?**

Each relevant function and policy outlined in the Action Plan, Part B under the heading 'Impact Assessment Programme' will be assigned to a committee. The Clerk will make arrangements for the implementation of the impact assessment.

### **Ensuring consistent quality standards in impact assessment**

A proposed outline of each full impact assessment will be given to the Equal Opportunities and Diversity Board for approval.

Consideration will be given to establishing a joint MPA/MPS quality assurance process for the scrutiny of impact assessments. At the very least, the Head of Consultation, Diversity and Outreach will be sent copies of all assessments.

Training, support and guidance will be given to staff carrying out relevance tests and impact assessments. Training, support and guidance will also be given to members and others who may need to use and refer to impact assessments.

To help develop standards and check that they are maintained, the Consultation, Diversity and Outreach Unit will carry out sample monitoring of relevance testing and impact assessments.

The overall effectiveness of these processes will be reviewed in May 2003.

## Section 4

# Arrangements for publishing and monitoring the impact assessment results

### Publishing assessment results

A summary report will be produced at the end of a full impact assessment. This report will include:

- a description/explanation of the assessed policy;
- a brief account of how the policy was assessed;
- a summary of the assessment results;
- a note of the consultation methods used;
- the names of those consulted;
- a summary of the replies received;
- a description of how the policy has been reviewed in light of the assessment and consultation;
- an outline of the action the MPA has taken/will take to ensure it meets the General Duty;
- a rundown of the monitoring systems and methods to be applied.

A list of assessments carried out and summary reports compiled will be available on request, and online at the MPA website.

Impact assessments carried out through best value reviews or as part of the committee reporting process will appear in the relevant published reports.

Part of the MPA performance plan will be used to report on the development of the Race Equality Scheme. This section will highlight the main issues and achievements arising from the impact assessments and the Action Plan.

### Monitoring arrangements

The Equal Opportunities and Diversity Board will receive half-yearly reports on the overall progress of the implementation of the MPA and the MPS schemes.

### The MPS's 'fair practice' monitoring

The MPA will use the information from systems developed by the MPS to monitor the impact and fairness of the MPS's service delivery to different ethnic groups. The MPA will encourage the MPS to implement these systems in every borough across London.

The MPA will work with the MPS to develop local and London-wide analysis of the results reported by each borough.

### Local scrutiny

The MPA will invite local community organisations and agencies to monitor and offer advice about their borough services with regard to race equality.

The MPA will discuss drawing up a brief for establishing local monitoring arrangements with the Commission for Racial Equality and London's racial equality councils.

These arrangements will seek to utilise the knowledge and interest of forums that already deal closely with the police service in many boroughs. These forums include racial equality councils, local authority racial harassment units, victim support services, independent advisory groups, independent custody visitors, community and police consultative groups and other community groups. The new arrangements will be set up to scrutinise the delivery of local services in terms of race equality; to inform the MPA of concerns and successes; and to advise upon/co-ordinate local action.

The MPA will work with crime and disorder reduction partnerships to embed equalities and diversity in the work and objectives of each partnership.

### **Internal scrutiny**

The MPA will also invite trade unions and staff associations to help it develop a framework for monitoring the implementation of the scheme and its intended outcomes within the service.

### **GLA support**

The MPA recognises the important role the GLA will play in the Authority's monitoring of the MPS. In particular, the GLA's Equalities Budget Group and Equal Opportunities Commission (at which the MPA is represented) will play a key part in establishing the link between, and scrutiny of, budgets and performance.

## Section 5

# Arrangements to ensure public access to information and services

### The role of the MPA in consultation

When it comes to consultation, the MPA's key function is to enable the people of London to voice their views about the MPS. To be truly effective, the MPA needs to gain the confidence of all sections of the community. Together, the Consultation, Diversity and Outreach Unit and the Communications Unit will be responsible for promoting the MPA to London's diverse communities.

### Access to information and services

Members of the public can access information and services via the MPA's full Authority meetings and committee meetings, which are open to all.

To increase awareness of these meetings and make the public feel welcome at them, the MPA will:

- Publicise the meetings in a variety of ways - on the MPA website, in press releases, in local media and on e-mail circulation lists;
- Circulate agendas and publish them on the MPA website five working days in advance of a meeting;
- Where possible, meet requests to provide translators and interpreters;
- If practical, try to notify an individual community of forthcoming committee discussions that will be of particular relevance to that community;
- Set standards that will encourage report writers to adopt a clear, straightforward style of presentation, which can be understood by all;
- Consider adopting a system that will enable the public to ask questions and submit petitions at any committee meeting. At present, the MPA allows the public to raise points at its full Authority meeting and at the

meeting of the Consultation, Diversity and Outreach Committee;

- Consider and seek to meet the needs of disabled people who wish to attend meetings.

Occasionally the MPA holds other meetings to which members of the public are invited. Every effort will be made to achieve the standards set out above for these meetings, too.

### MPA communications

The MPA has its own website, which is used to provide the public with information/access to services. A website policy will be developed to ensure that the Authority's use of the internet is relevant in terms of meeting the varying needs of the community. That said, the MPA recognises that the internet, like most channels of communication, has a limited reach. So, in order to widen the Authority's communications base, consideration will be given to a more effective use of broadcasting and print media.

### Customer service

The MPA understands the importance of good customer service when it comes to providing access to information and services. To help promote high customer service standards, the MPA will:

- support and train staff to meet the highest customer service standards;
- investigate any complaints of racist behaviour and attitudes shown towards members of the public;
- investigate any staff complaints of racist or other discriminatory behaviour from members of the public.

The MPA has produced a new draft complaints policy and procedure. Once agreed, this will be publicised.

## Priority groups

The following groups of people are among those identified by the MPA that generally face barriers or lack access to information, services and consultation in society:

- young people;
- minority ethnic communities;
- disabled people;
- older people;
- people without permanent homes, i.e. the homeless or travelling people;
- lesbians, gay men, bisexuals and people of transgender;
- refugee and asylum seekers;
- faith groups.

The MPA will make it a priority to address the particular access needs of these groups. To enable it to do so, it will aim to:

- be innovative;
- adopt a variety of channels of access;
- go out to groups;
- seek advice from relevant organisations;
- support the use of advocates and third parties;
- work with small representative groups where necessary;
- plan how information can best be presented to meet specific needs, for example, the needs of young people;
- take a sensitive approach;
- work in partnership;
- exploit new technology;
- train and raise the awareness of staff.

## Access to the MPS - the MPA's role

The MPA will direct and encourage the MPS to adopt the Authority's priorities and share its own 'best practice' with regard to access to information and services.

The MPA will be particularly concerned with promoting:

- engagement between the MPS and disaffected communities;
- access to jobs within the MPS. If the service can attract, and meet the needs of, a diverse and representative workforce, its service delivery will better reflect the population it serves.

## Consultation

The MPA will work jointly with the GLA group and other public bodies to:

- reduce duplication with regard to when, where and with whom it consults;
- implement the recommendations arising from the Best Value Review of Equalities, the Best Value Review of Consultation, and other forthcoming reviews as relevant;
- identify and agree common standards, including achieving levels of the CRE equality standard by 2005;
- develop shared resources on issues of translation and interpretation.

## Arrangements for consultation

### Aims

The MPA wants to ensure that the consultation it carries out reaches all sections of London society; that it engages with disaffected and under-represented groups; and that community relations and local crime problem solving are improved through consultation.

The MPA intends to make the entire consultation process representative of London's diverse population - from the people who participate in and respond to the consultation through to those who undertake and manage it.

#### Arrangements

The MPA will publish a consultation calendar outlining its major consultation programme for each year.

An appropriate method of consultation will be determined for each functional and impact assessment review.

The Consultation, Diversity and Outreach Committee (CDO) will receive reports on the findings of all consultation activity.

#### Arrangements for consulting with the MPS

The MPA is developing a joint consultation strategy with the MPS, a key objective of which is to ensure consultation is fully inclusive, regardless of whether the Authority carries out the consultation itself, or simply supports it, e.g. through funding community and police consultative groups.

The Consultation Strategy Management Board will oversee development and implementation of the MPA/MPS consultation strategy and proposals arising from the GLA group's Listening to London review. The Board will also co-ordinate the consultation activities of the MPA and the MPS, and will help set the aims and objectives for all consultation activity. This includes consultation for best value reviews and the proposed impact assessment reviews.

The Consultation, Diversity and Outreach Unit will support the work arising from the CDO Committee and the Consultation Strategy Management Board. The head of the Unit will be responsible for ensuring the proper administration and funding of borough consultative arrangements. The Unit will work closely with the lead officer on consultation at the MPS.

#### Collaboration

The MPA will continue to establish good partnerships with a range of pan-London organisations, as well as local organisations, to help it to meet its consultation duties. In addition, it funds community and police consultative groups to engage with communities, and uses other qualitative and quantitative research to identify policing priorities.

The MPA and the MPS will work closely with the GLA group to develop its community consultation. The MPA will make use of the GLA's stakeholder networks such as the London Civic Forum.

## Section 6

# Arrangements for training staff and MPA members

### MPA arrangements

The MPA will seek to ensure that its staff and members are trained to meet the duties of the Race Relations (Amendment) Act 2000. Each year planned briefing sessions will be held with all team leaders, members and staff to outline new and changing requirements relating to equal opportunities legislation and the MPA's objectives and policies.

Where appropriate, specific training will be devised to support staff and members in carrying out and analysing impact assessments. Guidelines for assessments will be developed over the lifetime of the scheme.

The need to provide further training to team leaders on how to set and monitor equality objectives in performance appraisals will be considered.

To raise and maintain awareness of cultural understanding, and equalities and diversity issues, further equal opportunities and diversity training will be given to all staff on a regular basis. The training will be followed up to help staff use their raised awareness in a positive way. All diversity training will be fully evaluated, and a report will be submitted to the Equal Opportunities and Diversity Board.

The MPA will seek to ensure that training opportunities are offered equitably throughout the Authority. An annual corporate training needs analysis will form the basis upon which training priorities will be set.

Members will be briefed on their duties and obligations as outlined in the Code of Conduct.

### Priority training issues for the MPS

These are the MPA's priority training proposals with respect to the MPS:

- to review and evaluate the MPS's existing Diversity Training Programme and other diversity specific training;
- to review how MPS training provisions can effectively achieve a better representation of minority ethnic officers at higher levels in the service.

### Working with others

There is scope for the MPA to develop positive action training and initiatives and career development programmes in partnership with other bodies, such as the GLA, APA, MPS, etc. As part of its commitment to work collaboratively, the Equal Opportunities and Diversity Board will consider the scope and options for joint positive action initiatives.

## Section 7

# Meeting the employment duty

### Employment specific duties

The MPA currently employs about 80 to 100 staff. Employment matters concerning civil staff, traffic wardens and other non-police officer staff are the formal responsibility of the Authority, but these staff members are under the command and control of the Commissioner. That said, the MPA will comply with the full requirements of the employment duty, (although there is no obligation for it to do so given that the number of staff in its employ is below the level at which certain sections of the employment duty apply). The MPS will compile monitoring data relating to these staff, such as recruitment, training and dismissal data.

The Head of Human Resources (HR) will be responsible for ensuring the MPA complies with the employment duty under the Race Relations (Amendment) Act 2000.

### Monitoring arrangements

In order to comply with the employment duty, the MPA will monitor, with reference to racial groups, the numbers of:

- staff in post;
- staff who receive training;
- staff who benefit or suffer as a result of the MPA's performance assessment procedures;
- staff who are involved in grievance procedures or who are the subject of disciplinary procedures;
- staff who cease employment;
- applicants for employment, training and promotion.

The MPA will adopt the Home Office classification of ethnic groups, referred to as the '16+1' categories. It may use additional groupings but for purposes of comparison and consistency with other work (e.g. the census), the '16+1' system will be the common standard.

The MPA will monitor according to the standards set out in the CRE Code of Practice, and will refer to monitoring and analysis techniques mentioned in the code. In this context, monitoring means comparing employment patterns to see if there are any marked differences. Where differences occur, further analysis may be needed.

The MPA will compare its monitoring data with relevant organisations, the economically active population of London, labour force surveys, and data supplied by the Office of National Statistics.

### Reporting arrangements

The MPA already compiles reports on job applicants and staff, which record ethnic group, gender and disability. The reports are submitted to the HR Committee and the CDO Committee.

During the period of the scheme, monitoring reports will be submitted to the Human Resource Committee and the Equal Opportunities and Diversity Board at least once a year.

The data presented to committees in November 2001 will be used as a benchmark, although further baseline dates will be needed for new requirements under the employment duty.

Results will be published at the same time as the MPA's annual report of progress on the scheme.

### Monitoring the MPS

The Human Resources Committee will be responsible for scrutinising the MPS data as monitored in line with the Employment Duty, and as set out in the MPS scheme. The committee will also measure achievement against its own and Home Office targets of minority ethnic recruitment.

The MPA will continue to receive monitoring reports on a regular basis.



The key success measures outlined in this scheme include improving the representation of minority ethnic staff at all levels in the MPS, so that it becomes more representative of the communities being served.

The MPA will seek to strengthen its relationships with trade unions and staff associations within the MPS, to support its monitoring processes and to develop its understanding of fairness issues pertinent to staff.

### **Working with others and target setting**

As part of the Greater London Authority's best value review of equalities, called the Equalities for All Review, the GLA group agreed to adopt race, gender, disability, faith, sexuality and age classification categories for all high level planning, delivery and monitoring purposes.

The GLA group also agreed to:

- commit to achieving Level 5 of the Equalities Standard by 31 March 2005;
- review its recruitment targets and measure achievement against them;
- establish challenging targets to ensure that its workforces are representative of London's diverse population.

The MPA has yet to adopt any employment targets and this will be the subject of a report to the Human Resources Committee.

# Appendix 1

## MPA Equal Opportunities Statement

### Vision

The Metropolitan Police Authority will work towards:

- **promoting equality of opportunity for all persons irrespective of their race, gender, disability, age, sexual orientation or religion;**
- **eliminating unlawful discrimination;**
- **promoting good relations between persons of different genders, racial groups, religious beliefs and sexual orientation.**

The vision is to promote through all our actions and activities the cultural diversity of London. We will recognise and value the cultural, emotional, moral, physical, sexual, social and spiritual needs of the people of London and of our staff.

### Mission

The Metropolitan Police Authority's main function is to secure an effective and efficient police service for London. To discharge this duty we will work towards:

- **demonstrating responsibility towards all London's communities;**
- **being an equal opportunities organisation and a respected employer;**
- **encouraging and valuing our employees;**
- **creating a climate in which a diverse and competitive business community can compete fairly to provide goods and services.**

### Values

Our activities will reflect our values, which are:

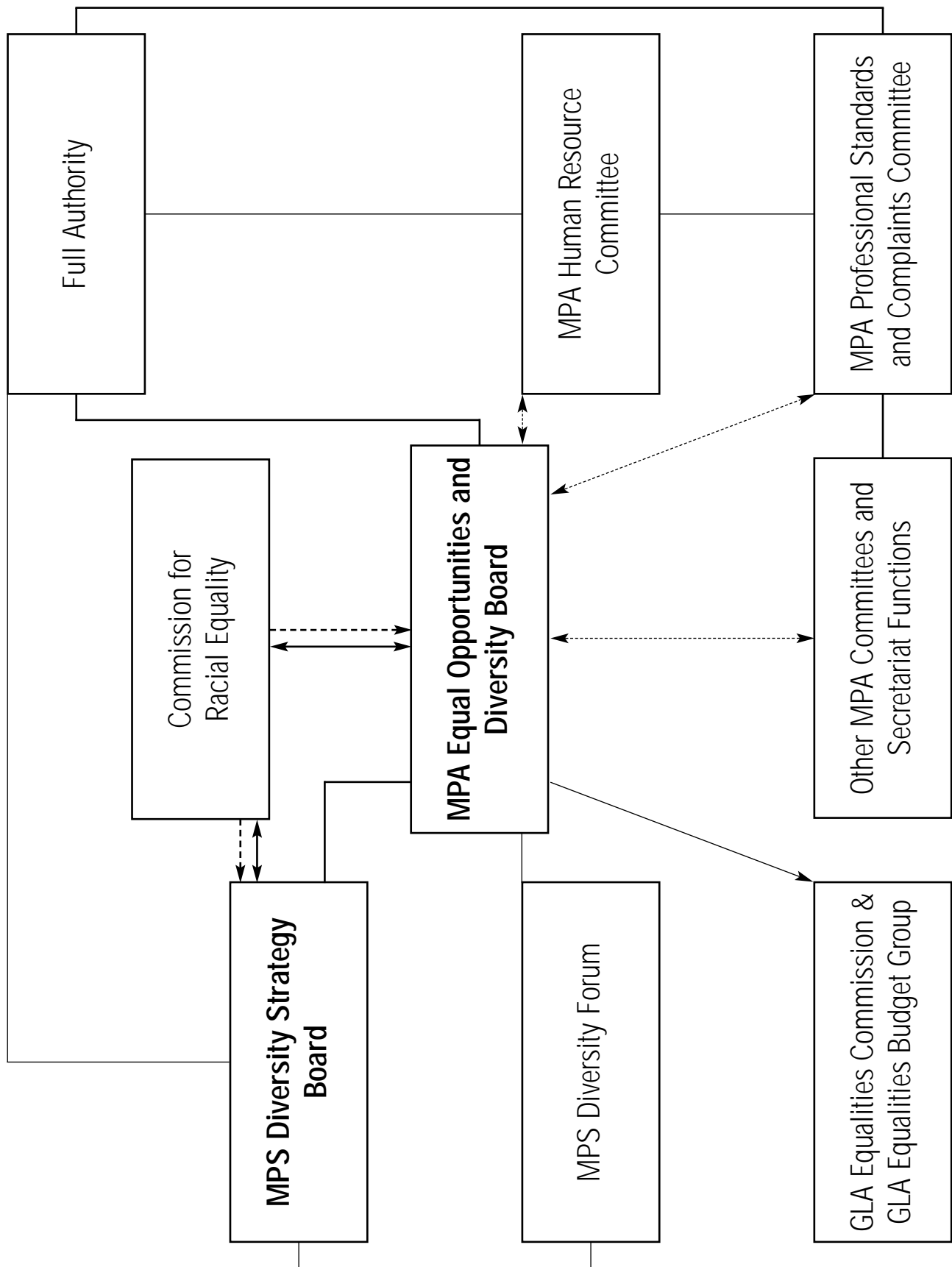
- **to work with, and on behalf of, the people of London to achieve our aims;**
- **to be an anti-discriminatory organisation;**
- **to treat everyone with dignity and respect, recognising the worth of every individual;**
- **to encourage our staff to uphold our mission and vision and to challenge inappropriate attitudes or behaviour.**

**Members and senior officers will lead by example and treat others with respect.**

*The Metropolitan Police Authority is an equal opportunities organisation which is required by statute - most directly, S.404 of the Greater London Act 1999 - to promote equality of opportunity and to comply with other relevant equalities legislation.*

*This is intended as a living and dynamic statement that will be reviewed, amended and changed as the need arises.*

## MPA Equal Opportunities and Diversity Board



# Glossary

## Access

The methods by which people with a range of needs, such as disabled people, people with children and those whose first language is not English, find and use services and information. For disabled people, access in London means the freedom to participate in the economy, planning, and social and cultural life of the capital.

## Best Value

A government programme designed to produce continuous improvement in service quality, i.e. the way in which authorities exercise their duties and powers.

## Black people

An inclusive term that refers to all ethnic groups who experience discrimination because of the colour of their skin.

## Disability

Disabled people's organisations define 'disability' as: "The loss or limitation of opportunities that prevent people who have impairments from taking part in the life of the community on an equal level with others due to physical and social barriers." This definition has been adopted for the purposes of this scheme.

## Disabled person

Someone who has an impairment and, as a result, experiences externally imposed barriers.

## Diversity

The difference in the values, attitudes, cultural perspective, beliefs, ethnic background, sexuality, skills, knowledge and life experiences of each individual in any group of people. The term does not mean the same as 'equal

opportunities' as it seeks to avoid reference to discrimination and the impact that power imbalances may have on different communities.

## Equalities

A short hand term to refer to all work addressing issues of discrimination and disadvantage, particularly relating to race equality, disability, gender, sexuality, faith and age.

## Equality

The aim/vision of creating a society free from discrimination, where equal opportunities are available to all.

## Equal opportunities

The development of practices that promote the possibility of fair and equal chances for all people to develop their full potential, and the removal of barriers of discrimination and oppression experienced by certain groups.

## Ethnicity

An individual's identification with a group sharing any or all of the following: nationality, lifestyle, religion, customs and language.

## Functions

The full range of a public authority's duties and powers.

## Gender

A concept that refers to the social differences between women and men that have been learnt, are changeable over time and have wide variations both within and between cultures.

## **General Duty**

Under the Race Relations (Amendment) Act 2000, the General Duty says a public authority must "have due regard to the need" to:

- tackle racial discrimination;
- promote equality of opportunity;
- promote good race relations.

## **GLA Group**

A group made up of the core Greater London Authority (GLA), the London Development Agency, the London Fire and Emergency Planning Authority, the Metropolitan Police Authority, and Transport for London.

## **Greater London Authority (GLA)**

The organisations responsible for carrying out the functions set out in the Greater London Authority Act 1999, including the Mayor, the London Assembly and the GLA Group. There is a clear separation of powers within the core GLA between the Mayor - who has an executive role, making decisions on behalf of the GLA - and the London Assembly, which has a scrutinising role.

## **Institutional racism**

The collective failure of an organisation to provide an appropriate and professional service to people because of their skin colour, culture, faith or ethnic origin.

## **London Assembly**

Part of the Greater London Authority. It comprises 25 members, elected by voters in London, whose primary role is to scrutinise the Mayor's activities.

## **Mainstreaming**

A word used to describe the integration of equalities into policy development, implementation, evaluation and review.

## **Metropolitan Police Authority**

An independent body established on 3 July 2000 to secure and maintain an efficient and effective police service for the Greater London area.

## **Minority ethnic**

An individual who belongs to an ethnic group that is smaller in number than the U.K.'s predominant white group. This includes groups distinguished by skin colour, as well as other groups such as Turkish, Cypriot, Jewish and travelling people.

## **Policies**

The formal and informal decisions taken by an authority on how it carries out its duties and uses its powers.

## **Race equality**

Equality between all individuals and groups regardless of skin colour, national identity, national origin, national story, culture and faith.

## **Social inclusion**

A form of inclusion that allows a person to access and benefit from the full range of opportunities available to members of society. It aims to remove barriers for people and areas that experience a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime rates, poor health and family breakdown.

## **Specific Duty**

Under the Race Relations (Amendment) Act 2000, the Specific Duty says that a public authority to whom the Act applies must prepare and publish a race equality scheme by 31 May 2002. The scheme should set out how the authority plans to meet its general and other specific duties to promote race equality.

## Abbreviations

<b>ACPO</b>	Association of Chief Police Officers
<b>APA</b>	Association of Police Authorities
<b>CDO</b>	Consultation, Diversity and Outreach
<b>CDRP</b>	Crime and Disorder Reduction Partnership
<b>CRE</b>	Commission for Racial Equality
<b>GLA</b>	Greater London Authority
<b>HMIC</b>	Her Majesty's Inspectorate of Constabulary
<b>HR</b>	Human Resources
<b>MPA</b>	Metropolitan Police Authority
<b>MPS</b>	Metropolitan Police Service
<b>CPCG</b>	Community and Police Consultative Group
<b>ICVP</b>	Independent Custody Visiting Panel

## Contact details

If you would like to comment on the Metropolitan Police Authority's Race Equality Scheme, or you would like more information about the scheme, please contact the MPA at:

Metropolitan Police Authority  
10 Dean Farrar Street  
London  
SW1H 0NY

Tel: 020 7202 0232

Fax: 020 7202 0243

Email: [raceequality@mpa.gov.uk](mailto:raceequality@mpa.gov.uk)

**Website: [www.mpa.gov.uk](http://www.mpa.gov.uk)**

If you would like information about the Metropolitan Police Service's Race Equality Scheme, please contact:

Diversity Directorate Monitoring Unit  
Metropolitan Police Service  
New Scotland Yard  
Broadway  
London  
SW1H 0BG

**Website: [www.met.police.uk/](http://www.met.police.uk/)**

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# Race Equality Scheme

Part B

**Action Plans**

2002 to 2005

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# Introduction

In order to ensure due regard is paid to race equality, the Authority needs to identify its functions and policies, determine which of these are relevant to the general duty, prioritise these and then set out a programme for carrying out an impact assessment of each of these priorities.

Part B of the MPA scheme, outlines:

- 1 The functions and policies of the MPA;
- 2 The process used to place the relevant functions and policies in priority order for review;
- 3 The Clerk's Action Plan;
- 4 A three year programme for impact assessment;
- 5 Performance measures;
- 6 The MPA's diversity work programme.

Part B also includes the MPA's policy assessment priorities for the MPS.

**Part B is still very much in draft form as the actions need to be agreed and prioritised. This will be one of the first tasks for the Equal Opportunities and Diversity Board.**

The **Clerk's Action Plan** specifies the actions referred to in the scheme that need to be carried out in order to ensure the Authority establishes the arrangements set out.

The **Functional and Policy Assessment Programme** outlines the range of the Authority's duties and responsibilities, relevant to race equality, that are to be reviewed to ensure these are mindful of the Authority's duties.

The **Performance Management Plan** identifies the key measures of success referred to in Part A, and the proposed methods of measurement for each of these measures.

The MPA's **Diversity Work Programme** lists the activities of the MPA with respect to meeting its responsibilities for equalities and diversity.

The actions arising from the **GLA 'Equalities for All' review** will also be included in Part B when these have been agreed.



## The functions of the MPA

The general overarching function of the MPA is to secure the maintenance of an efficient and effective police force for London

In carrying out this function the MPA has to fulfil the following responsibilities:

- To set objectives for the policing of the Metropolitan Police District, consistent with the Ministerial Priorities and in consultation with the Commissioner and Londoners;
- To prepare and publish a policing plan - to be drafted by the Commissioner - and to include detailed objectives, performance targets and actions proposed by the MPA;
- To produce an annual report;
- To require the Commissioner to submit reports on matters connected with the policing of London;
- To secure continuous improvement in the provision of a policing service in London;
- To assess the MPA and MPS performance against each of the Best Value Performance Indicators to ensure that standards are met;
- To consult with people who live and work in London on policing matters and in consultation with the Commissioner;
- To work in partnership with local Crime and Disorder Reduction Partnerships;
- To operate an Independent Custody Visiting Scheme;
- To provide advice and assistance to national and international institutions on policing issues, subject to the consent of the Home Secretary;
- To ensure the proper financial administration of the policing budget;
- To carry out the processes for appointing and dismissing senior police officers;
- To consider complaints and disciplinary proceedings against senior police officers;
- To demonstrate commitment to equalities and diversity.

# The policies of the MPA

## What is a policy?

### CRE definition

The formal and informal decisions about how a public authority carries out its duties and uses its powers.

## MPA specific

The following have been identified as the MPA's relevant internal policy issues:

- To set clear and practical performance measures and targets for monitoring race equality and equal opportunities performance;
- To secure an equalities budget for the Authority in order to meet internal and statutory requirements;
- To develop an internal equal opportunities and diversity policy and to promote race equality values and diversity principles and practices;
- To implement the recommendations arising from the GLA group Best Value Equalities for All review;
- To recruit, retain and promote a workforce that reflects the diverse communities of London;
- To manage employment issues of all MPS civil staff (who are under the command and control of the Commissioner);
- To develop processes and decision-making structures to monitor the mainstreaming of race equality, equal opportunities and diversity principles in all aspects of the business of the Authority;
- To enable members of the public to feel confident in bringing sensitive and vexing policing issues to the attention of the Authority;
- To develop a complaints procedure and monitor this for accessibility to those who wish to pursue specific issues and complaints;
- To work in partnership with the Mayor's office, Greater London Assembly, Association of Police Authorities, Home Office and other key stakeholders and partners in working towards the elimination of discrimination, and the promotion of equal opportunities and good relations between different groups in matters relating to policing.

## MPS Policy priorities for policing diverse communities

The following have been identified as the key issues affecting the MPS that the MPA deems as relevant to race equality. The MPA will use its powers of direction and influence to promote policy development on these issues as a priority.

- 1 Employment, recruitment, retention and progression of police officers and civil staff.
  - Improving fairness, in terms of race equality, with respect to complaints, grievances and Employment Tribunals against minority ethnic staff. Implementation of Viridi Inquiry Report recommendations.
  - Improving the representation of minority ethnic staff at all grades and ranks within the service and achieving significant progress towards Home Office employment targets.
  - Monitoring those training courses that lead to advancement of officers.
  - Strengthening relationships with minority ethnic and faith staff associations.

- 2 Organisational performance, management and culture.
  - Tackling institutional racism. Monitoring the continued implementation of the Stephen Lawrence Inquiry Report.
  - Rooting out racial harassment, bullying and discrimination within the service, particularly at local level.
  - Ensuring an appropriate minimum level of training in equalities and diversity issues for all new recruits and a familiarization programme for induction to new communities.
  - Monitoring the effectiveness of Phases 2 & 3 of the Diversity Training (CRR) programme and its impact on the policing service corporately as well as at BOCU and OCU levels.
  
- 3 Operational policing, community education, engagement, trust and confidence.
  - Building trust and confidence in local communities by capacity building of agencies and organisations. Using Racial Equality Councils (RECs), for example, that already have good community contact and interface to promote trust and confidence issues.
  - Developing consultation which reaches disaffected communities and increases community confidence.
  - Measuring for and tackling disproportionality in service delivery on issues of high community concern e.g. stop and search, deaths in custody.
  - Reducing levels of hate crime. Setting up structures for working with local agencies through multi-agency groups and arrangements in consultation with local borough community safety units.
  
- 4 Financial and budgetary accountability and decision-making and their impact on policing a diverse community.
  - Promoting service delivery to ensure that all the people of London can expect the same standard of policing across all boroughs.
  - Progressing Her Majesty's Inspectorate of Constabulary's report recommendations dealing with diversity.
  - Improving access to information and front counter services.
  - Involving communities and parents in addressing crime and helping them to help themselves.
  - Supporting schools in tackling racial harassment, social exclusion and bullying between pupils.

# Determining Relevance

## Functions and policies relevant to the General Duty

An assessment of the relevance of each function and policy issue has been carried out by officers working for the MPA.

To assess the relevance of a function to the general duty, the following criteria were used.

- 1 The current actual or perceived impact of the function to community groups and individuals.
- 2 The extent to which the MPA, when carrying out the function, currently promotes the general duty.
- 3 The extent to which the function has the potential to promote the general duty.

Each function and policy was scored High, Medium or Low against each of the criteria to determine their relevance.

## Determining priorities

Those which graded high consistently are listed as the MPA's priorities for impact assessment in the Action Plan.

# Draft Clerk's Action Plan

to be reviewed

Ref	Proposed Actions	Targets	Timescale	Responsible Officers (Proposed)
1	Reach agreement to set of equality principles.	Approval of principles.	Year 1	Head of CDO Unit
2	Continue system of issuing Equal Opportunities Statement to existing staff and new staff.	Distribution of statement to all staff, including temporary staff.	On-going	Head of HR
3	Consider members' accountability to equal opportunities in Code of Conduct.	Request for consideration referred to Chair of Standards Panel.	Year 1	Clerk
4	Brief members on equalities legislation.	Equalities legislation identified. All members briefed on their own and the Authority's responsibilities with respect to the legislation.	On-going	Head of Secretariat
5 New	Transfer existing committee remits for equalities to new governance structures.	Terms of references for new structures incorporating all equality remits from existing committees.	Year 1	Head of Secretariat
6 New	Set up Equal Opportunities and Diversity Board and incorporate into new governance structure.	Terms of reference agreed. Membership structure agreed and invitations sent out. Board set up.	Year 1	Head of CDO Unit Head of Secretariat
7	Develop annual diversity work programme and secure funding for it.	Work programme published annually. Work programme implementation monitored.	On-going	Head of CDO Unit and Deputy Treasurer
8 New	Develop the link between equalities objective setting and performance appraisals.	Equality objectives set for all staff through performance appraisal.	Year 1	Head of Human Resources

Ref	Proposed Actions	Targets	Timescale	Responsible Officers (Proposed)
9	Develop links between the MPS Diversity decision-making, co-ordination and monitoring structure and the MPA's structures.	Synergy between MPA and MPS structures established.	On-going	Clerk and Head of CDO Unit
10	Identify and agree MPA involvement in cross-agency equality initiatives.	List and identify MPA representation in cross-agency diversity initiatives.	On-going	Head of CDO Unit
11	Develop links between the GLA diversity decision-making, co-ordination and monitoring processes and the MPA's structures.	Synergy between MPA and GLA structures established.	On-going	Clerk and Head of CDO Unit
12	Progress MPA commitment to GLA group 'Equalities for All' review.	MPA actions in review agreed. Implementation monitored.	On-going	Head of CDO Unit
13 New	Funding application form to include statement on Equal Opportunities.	Application form revised and consultative groups and ICV Panels signed up to Equal Opportunities Statement.	Year 1	Head of CDO Unit
14 New	Develop system for issuing Equal Opportunities Statement with contract documents.	Statement issued with all contracts.	Year 1	Deputy Treasurer
15 New	Establish baseline and monitoring systems for key success factors.	Measurement of all performance indicators in progress.	Year 1	Senior Analyst
16 New	Development of borough and pan-London community scrutiny and consultation on race issues.	Arrangements for community scrutiny of 'Fair Practice' tool and implementation of scheme.	Year 1	Head of CDO Unit

Ref	Proposed Actions	Targets	Timescale	Responsible Officers (Proposed)
17 New	Implement impact assessment programme and procedures.	Agree programme and resources. Impact assessment procedures and training provided. Introduce quality assurance systems.	On-going	Head of CDO Unit
18 New	Introduce equality implications section into committee reports.	Procedures and training provided.	Year 1	Head of Secretariat
19 New	Publish impact assessment reviews and results.	Impact assessments reported to committees and published on internet and in policing and performance plan.	On-going	Director of Communications
20 New	Agree and ensure compliance with committee standards set out.	Set up arrangements, systems and training to support compliance with standards.	Year 1	Head of Secretariat
21 New	Establish arrangements for communicating in community languages.	Arrangements in place. Monitoring arrangements for requests and take-up established.	Year 1	Director of Communications
22	Agree and progress consultation strategy.	Strategy agreed and implementation monitored.	On-going	Head of CDO Unit
23 New	Consider access and signing requirements and arrangements in MPA premises.	Review of requirements completed and development plan prepared and costed.	Year 1	Head of Administration
24 New	Complaints policies and procedure set up.	Policies and procedures agreed. Training completed.	Year 1	

Ref	Proposed Actions	Targets	Timescale	Responsible Officers (Proposed)
25	Identify and agree common equality standards with GLA Group.	Protocols, standards and implementation plan agreed.	On-going	Head of CDO Unit
26	Identify equalities training requirements and set up programme to meet these.	Programme identified and resourced. Follow up arranged for all training.	On-going	Head of Human Resources
27 New	Consider positive action initiatives.	Initiatives set up.	Year 2	Head of Human Resources
28 New	Ensure compliance with employment monitoring requirements.	Employment targets and monitoring processes agreed and set up.	Year 1	Head of Human Resources
29 New	Carry out training needs analysis.	Organisational training needs identified and prioritized.	On-going	Head of Human Resources



# Draft Functional and Policy Impact Assessment Programme

to be reviewed

Function/Policy	Areas of specific relevance to be reviewed	Year	Responsible Committee and Policy Lead
To publish a local policing plan, setting detailed objectives, performance targets and actions proposed by the MPA.	<ul style="list-style-type: none"> <li>Race Equality mainstreamed into annual policing plan, including borough bespoke targets</li> <li>Progress on actions contained in MPA and MPS schemes published as an annex to policing plan</li> <li>Performance against key recommendations, e.g. Lawrence, HMIC, Virdi etc</li> </ul>	1	Full Authority & Policy Lead
		1	
		2	
To work in partnership with local crime and disorder reduction partnerships.	<ul style="list-style-type: none"> <li>Publicise the MPA Scheme to CDRPs</li> <li>Influence the race equality performance of CDRPs</li> <li>Implement the outcomes and recommendations arising from the MPA scrutiny on CDRPs</li> </ul>	1	Consultation Committee
		1	
		2/3	
To secure an adequate equalities budget for the Authority in order to meet internal and statutory requirements.	<ul style="list-style-type: none"> <li>Equality consideration is given to the allocation of budgets</li> <li>An equalities budget is secured during the MPA budget planning process to meet internal and statutory requirements</li> <li>Continuous monitoring to secure adherence of good equal opportunities practices in letting on MPA contracts</li> </ul>	1	Finance Committee
		1	
		2/3	
To work in partnership with the Mayor's Office, Greater London Assembly, Association of Police Authorities, Home Office and other key stakeholders and partners in working towards the elimination of discrimination, and the promotion of equal opportunities and good relations between different groups in matters relating to policing.	<ul style="list-style-type: none"> <li>Membership of and influence on key committees and working parties to progress race and equal opportunities issues</li> <li>Continuous improvement in Link Member role including engagement with community elders, groups and communities, including traditionally discriminated groups</li> </ul>	1	Consultation Committee
		1-3	
To develop a complaints procedure and monitor this for accessibility to those who wish to pursue specific issues and complaints on policing practices and/or performance.	<ul style="list-style-type: none"> <li>Publicise information to improve public access to complaints</li> <li>Secure transparency (MPA and MPS) in dealings with complaints re race and equality issues</li> <li>Monitor complaints against civil staff under the command and control of the Commissioner</li> </ul>	1	HR and Professional Standards Committees
		2	
		1	

Function/Policy	Areas of specific relevance to be reviewed	Year	Responsible Committee and Policy Lead
Organisational performance, management and culture.	<ul style="list-style-type: none"> <li>Develop, implement and monitor equal opportunities policy</li> <li>Monitor staff views and experience of organization via internal staff surveys</li> <li>Achieve CRE Level 5 Equality Standard by 2005</li> <li>Adopt and implement recommendations arising from GLA Group Best Value Review of Equalities</li> <li>Workplans reflect mainstreaming of race and equal opportunities</li> <li>Monitor implementation of internal performance management to secure integration of race and equal opportunities in management practices</li> </ul>	1 2 3 1 2 2	Clerk and Policy Lead
To demonstrate commitment to equalities and diversity.	<ul style="list-style-type: none"> <li>Implement and monitor Scheme</li> <li>Monitoring of MPS implementation of scheme</li> <li>Engage with and secure confidence of external partners in order to receive feedback on MPA/MPS performance</li> <li>Secure completion of key central Government and HMIC recommendations in relation to race and equal opportunities</li> </ul>	2 2 1 2	Consultation Committee
To consult with people who live and work in London on policing matters and in consultation with the Commissioner.	<ul style="list-style-type: none"> <li>Completion and implementation of consultation strategy</li> <li>Ensure that traditionally excluded groups are continually engaged</li> <li>Public meetings are well advertised in order to attract wide audience on local issues</li> <li>Seek to establish a youth Independent Advisory Group to advise the MPA on youth and policing issues</li> </ul>	2 2 1 2	Consultation Committee
To enable members of the public to feel confident in bringing sensitive and vexing policing issues to the attention of the Authority.	<ul style="list-style-type: none"> <li>Publicity via MPA website, public meetings and other publications</li> <li>Continuous review to monitor MPS progress on matters already being actioned such as Lindo Recommendations</li> <li>Ongoing engagement of MPA Link members with borough issues, including Crime and Disorder partnerships</li> </ul>	2 1-3 1-3	Full Authority, Clerk and Communications Director

Function/Policy	Areas of specific relevance to be reviewed	Year	Responsible Committee and Policy Lead
To develop an internal equal opportunities and diversity policy to demonstrate legal commitment, promote race equality values and diversity principles and practices to London's communities, stakeholders and partners.	<ul style="list-style-type: none"> <li>Implementation of race Equality Scheme and Action Plan</li> <li>Progress to implement the GLA Group Best Value Equalities recommendation</li> </ul>	2 2	Full Authority
To set clear and practical performance measures and targets for monitoring MPA's race equality and equal opportunities performance.	<ul style="list-style-type: none"> <li>Measures outlined in Management Action Plan in support of this scheme</li> </ul>	1-3	Consultation Committee
Operational policing, community education, engagement, trust and confidence.	<ul style="list-style-type: none"> <li>Implementation of Recommendation 61 of Lawrence report</li> <li>Review of MPS policy on police suspension</li> <li>Monitoring unjustified disproportionality in stop and search</li> <li>Implementation of Pan-London protocol by partner agencies for dealing with race and other hate crimes</li> </ul>	2 2 1-3 2	Full Authority
To set objectives for the policing of the Metropolitan Police District, consistent with the Ministerial Priorities and in consultation with the Commissioner and Londoners.	<ul style="list-style-type: none"> <li>Planned engagement with minority ethnic communities in setting policing objectives</li> </ul>	2	Full Authority
To secure the budget for the MPS.	<ul style="list-style-type: none"> <li>Efficiency and Effectiveness reviews are carried out on the MPS diversity budget</li> <li>Independent evaluation of the MPS Diversity (CRR) training assess best value</li> </ul>	3 2	Finance and Consultation Committee
To require the Commissioner to submit reports on matters connected with the policing of London.	<ul style="list-style-type: none"> <li>Race and Equal opportunities conditions are integrated into Commissioners reports to MPA</li> </ul>	1	Full Authority

# Draft Performance Measurement Plan Indicators

## **Key success measures:**

The Equal Opportunities and Diversity Board will have a remit to monitor progress against the Race Equality Scheme, hence we will need indicators, measures and, where appropriate, targets to monitor the key success factors.

Below are some suggested indicators, measures and targets. Some of these will require monitoring soon after the scheme is published, in order to provide benchmarking data.

In general, a principle of using existing data sources has been used. Partly to reduce extra burden on the MPS and workload for the MPA and partly in order to get monitoring of the scheme in place as soon as possible. Existing data sources also have the added benefit of being in place for some time to allow comparisons over the lifetime of the scheme to be made.

There will also need to be discussion and decision over the timeframe for each of the success factors, i.e. are they all to have been achieved by 2005 or some before then?

Some measures still need clarification of the aim of the indicator and definitions of terms.

# Draft Performance Measurement Plan

to be reviewed

Success Factor	Indicator	Measurement	Targets (for discussion)
<p>Staff feel that they are being fairly treated by MPA members, managers and colleagues in terms of race and equal opportunities.</p>	<p>% MPA staff consider that overall they are fairly treated by members, managers and colleagues on matters of race and equal opportunities</p>	<p>Survey of MPA staff which includes this question is needed. Survey needed early on to provide benchmark. Further questions may be needed for each of members, managers and staff, as well as managers and staff, as well as race and other equal opportunities. Results may need to be analysed by race, gender etc. although small samples will limit the meaningfulness of such analysis.</p>	<p>Either: All staff (100%) to consider themselves fairly treated (by 2005?) Or To increase % feeling fairly treated to x% (by 2005?)</p>
<p>Management structures and processes are in place to give staff the confidence to make complaints and voice grievances.</p>	<p>1 Does the MPA have a staff complaints and grievance procedure? 2 % of staff who feel confident that they could use the procedure, if necessary</p>	<p>Survey of MPA staff which includes this question is needed. Survey needed early on to provide benchmark.</p>	<p>Either: All staff (100%) to feel confident (by 2005?) Or To increase confidence to x% (by 2005?)</p>
<p>London's minority ethnic communities have greater trust and confidence in their police service.</p>	<p>% of ethnic minority community groups/representatives who feel that the MPA has improved trust and confidence</p>	<p>Survey of selected, defined list of community groups and/or representatives. This will need to detail specific MPA actions and ask whether they think these have improved confidence or not. In order to set and monitor a target, surveys at the beginning and end of the scheme will be required</p>	<p>To increase % to x% (if a target is to be set)</p>

Success Factor	Indicator	Measurement	Targets (for discussion)
The MPA is working in partnership with other organisations on issues of race equality.	Based on evidence gathering - e.g. letters to/meetings with APA, other functional bodies etc. More of a key success factor than measure.	Who assesses this?	Aim to win recognition/award for joint initiative on race equality work
Mechanisms for consulting and engaging with young people in particular, are established by the MPA.	Capacity building outcomes identified. Number of young people signed up to MPA youth forum or something similar?	Youth engagement can be identified in all main consultation activity e.g. for policing plan.	To involve young people in all major MPA consultation activity between 2002 and 2005
The public lifting of the label 'institutionally racist', placed upon the MPS by the Stephen Lawrence Inquiry Report.	Has it been lifted? Progress of Stephen Lawrence Inquiry recommendations for MPS.	Survey of minority ethnic staff in MPS on perceptions of race equality. Will require a baseline survey.	To increase % feeling fairly treated to x% by 2005
The MPS workforce is representative of London's diverse communities at all levels.	% of minority ethnic police officers % of minority ethnic police officers at the rank of sergeant and above % of minority ethnic civil staff % of minority ethnic civil staff at grade 10 and above % of people who think people are treated differently in the MPS according to their ethnicity.	Already measured by MPS. Sergeant and grade 10 and above well recognised as representing "management" grades. The last one is taken from the last MPS staff survey - one-off in 2000. Another one is planned.	Targets have been set for 2002/3, but do we want longer-term 2005 targets? Reduce % who think people are treated differently.

Success Factor	Indicator	Measurement	Targets (for discussion)
<p>The alleviation of the public's perception that there is unjust racial disproportionality in sensitive areas, such as deaths in custody and 'stop and search'.</p>	<p>Some or all of:            % of people who feel that they trust the MPS            % of minority ethnic people who trust the MPS            % of people who feel that the police are unfair to minority ethnic people            % of minority ethnic people who feel that the police are unfair to minority ethnic people            % people/ethnic minorities that feel that the police are unfair due to stop and search.</p>	<p>All of these (and others) can be measured through the MPS public attitude survey. Hence suggest using this survey base rather than creating a new survey.</p>	<p>Increase % trust by x%            Reduce % unfair by x%</p>
<p>The greater effectiveness of diversity training provided to all at MPS.</p>	<p>Not quite sure what this one means. Could be:            % staff trained in diversity, stops, CRR?            Has each of the training programmes been evaluated?</p>	<p>Impact on communities will be measured by the above item on confidence and fair practice below.</p>	<p>100% staff trained?            Programmes evaluated by 2005?</p>
<p>'Fair practice' measurement is implemented across all borough and occupational command units (BOCU and OCU) and is used to keep the MPA link member and committees informed about local equality issues in service delivery.</p>	<p>Have boroughs implemented the MI package?            Note: Fair practice is a borough-based package, hence not applicable to OCUs.</p>	<p>Measured by central team (TP Diversity Directorate?)</p>	<p>100% of boroughs</p>
<p>Management structures and processes are in place to give staff the confidence to make complaints and voice grievances.</p>	<p>1 Does the MPA have a staff complaints and grievance procedure?            2 % of staff who feel confident that they could use the procedure, if necessary.</p>	<p>Survey of MPA staff which includes this question is needed. Survey needed early on to provide benchmark.</p>	<p>Either:            All staff (100%) to feel confident (by 2005?)            Or            To increase confidence to x% (by 2005?)</p>

# Equalities and Diversity Work Programme

## Key Work Responsibilities

### Equal Opportunities and Diversity (Section 404 Greater London Authority Act 1999)

**To assist the MPA to achieve its organisational equal opportunities and diversity objectives in order to ensure the efficiency and effectiveness of the Metropolitan Police in the delivery of policing to Londoners in ways that are experienced by London's varying communities as fair, equitable, and accessible.**

#### **Performance outcome:**

- 1 Development and implementation of internal MPA policies to ensure compliance with equal opportunities and other legislations such as Disability Discrimination Act (DDA), Human Rights, Sex Discrimination, Race Relation (Amendment) Act, GLA Act 1999 etc.
- 2 Monitor measures in place for achieving Ministerial equal opportunities and diversity priorities, including those arising from the Stephen Lawrence Inquiry Report.
- 3 Ensure the implementation and monitoring of the MPA Race Equality Scheme.
- 4 Development of the MPA's Equal opportunities/Diversity strategy and action plan.
- 5 Development of implementation plan arising from the GLA Group Best Value Review of Equalities.
- 6 Monitoring the implementation of the MPS Diversity Strategy action plan.
- 7 Monitor MPS progress in implementing HMIC recommendations in Winning Consent, Winning the Race, Winning the Race III and other inspections, reports and obligations achieved by monitoring and improving equal opportunities and diversity policies and practices.
- 8 Undertake independent review of the MPS Diversity Training (CRR).
- 9 Assist and enable the MPS in the implementation of Recommendation 61 of the Stephen Lawrence Inquiry Report on police stops.
- 10 In consultation with and support of the MPS, develop policies and procedures that would address public concerns and dissatisfactions on deaths in custody.



## Key Work Responsibility

### Community Engagement and Outreach

**In consultation with the MPA's Communication Unit develop a community engagement action plan to enable the CDO Committee and other members of the Authority to engage with the full range of London's diverse communities for the purpose of promoting the role of the MPA and increasing participation in local crime and community safety issues.**

#### **Performance indicators:**

- 1 Develop database of key stakeholder and local community and voluntary groups that would be beneficial in assisting the MPA and MPS in achieving a safer local community.
- 2 Extend current partnership arrangements with local media including radio stations to secure opportunities for engaging with specific sections of London's communities on policing and community safety issues.
- 3 Through the MPA Link Member role, secure opportunities for engaging with local community initiatives with the aim of educating and promoting local policing issues with 'hard to reach groups'.
- 4 Review and maximize the publicity opportunities presented through the community based Consultation Diversity and Outreach Committee meetings to engage with groups and communities, especially young people and those traditionally disengaged on policing and crime and community safety issues.

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## Contact details

If you would like to comment on the Metropolitan Police Authority's Race Equality Scheme, or you would like more information about the scheme, please contact the MPA at:

Metropolitan Police Authority  
10 Dean Farrar Street  
London  
SW1H 0NY

Tel: 020 7202 0232

Fax: 020 7202 0243

Email: [raceequality@mpa.gov.uk](mailto:raceequality@mpa.gov.uk)

Website: [www.mpa.gov.uk](http://www.mpa.gov.uk)

If you would like information about the Metropolitan Police Service's Race Equality Scheme, please contact:

Diversity Directorate Monitoring Unit  
Metropolitan Police Service  
New Scotland Yard  
Broadway  
London  
SW1H 0BG

Website: [www.met.police.uk](http://www.met.police.uk)

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