

MPS DIVERSITY AND EQUALITY STRATEGY, 2009-2013 - MORE THAN DEFINITIONS & WORDS (DRAFT)

INTRODUCTION

Diversity and equality are not just words: they are critical to our ability to police London effectively and have implications for everything that we do. London's diversity is fundamental to making it a great city. Like all public authorities in London, the MPS can only succeed by recognising and responding to the needs of the diverse communities it serves, whether this is making local neighbourhoods safer or policing major events. This strategy sets out our diversity and equality ambitions for the next three years.

During this time the MPS will strive towards its aim of a police service that is characterised and defined by its common diversity aspirations rather than by its differences. We will aim to be a service working towards this common goal; demonstrating to all communities that the MPS is on their side in the shared commitment to reduce crime and make London safer in a fair and professional manner. A service provided by a talented workforce, that is representative and understanding of London's dynamic communities, and who stand proud to be part of the MPS.

The MPS has come a long way and this Diversity and Equality strategy sets out what we intend to do over the coming years. We are committed to providing policing services that meet people's needs and respond to difference. Our primary commitment in our new Policing Pledge is *to always treat people fairly, with dignity and respect, making sure that everyone has access to our service*. This strategy sets out how we intend to fulfill that promise. Delivering this strategy is critical to the Commissioner's priorities of giving communities the confidence that we are on their side and increasing safety.

We are committed to listening and responding to the needs of all communities. We want all the communities and individuals that we serve to be confident that they will be treated fairly and with respect. This is not something that is additional to our core business, it is fundamental to policing London in the 21st Century. This strategy describes how we will achieve this by providing a clear focus on four strategic themes of: Fair and Responsive Services, Community Engagement, Workforce and Culture and Governance.

The actions in this strategy underpin the delivery of the Commissioner's 5Ps: Presence, Performance, Productivity, Professionalism and Pride. It outlines our commitment to listening and responding to the needs of all communities, treating people fairly and with respect, delivering services that meet people's needs and valuing and building pride in our workforce.

Achieving the aims of this new strategy, combined with addressing our priorities while fulfilling our Policing Pledge commitments will help increase confidence in the MPS - in all communities.

BACKGROUND AND DEVELOPMENT OF THIS STRATEGY

In the 10 years since the publication of the Stephen Lawrence Inquiry Report the MPS has made demonstrable improvements in key areas including:

- The way we respond to and investigate homicides including establishing a unified pan-London Homicide Command, professionalising the role of Family Liaison Officers to support families during investigations and greater involvement of communities.
- Improvements in the service we provide to victims of hate crime through the introduction of Community Safety Units across London that has seen a significant increase in the proportion of hate crimes detected over the last five years.
- A transformation in our approach to community engagement through changes that include the introduction of Safer Neighbourhood teams working with every local community in London, the creation of independent advisory groups, the establishment of Neighbourhood panels and key individual networks and community liaison officers.
- Greater transparency and community oversight of stop and search.
- Considerable progress in having a workforce that reflects London's diverse population with more officers from a black and minority ethnic (BME) background working in the Met than ever before. At the same time we have improved the retention rates of BME officers and introduced a range of development programmes to increase the progression of under-represented groups.
- We have also developed a comprehensive Equalities Scheme that describes the actions we are taking to improve equality in the areas of age, disability, gender, race, religion and belief and sexual orientation. A wide range of activities is being undertaken at all levels across the organisation from corporate initiatives through to innovative local projects.

We are not complacent. Our performance assessment and consultation processes tell us that while we have made progress there is still more to do. In identifying the emerging themes and objectives for the strategy we have taken account of the Equality, Diversity and Human Rights Strategy for the Police Service prepared by the Association of Chief Police Officers (ACPO), the developing Mayor's Equality Framework: "Equal Life Chances for All", the introduction of the national Equality Standard for the Police Service and the government's Equality Bill. The strategy reflects the strategic outcomes and objectives for the MPS as outlined in the Policing London Business Plan. We have taken stock of the progress the MPS has already made and

commitments that we have already made, for example in our Equalities Scheme.

The MPS has a number of statutory duties under various equalities legislation. To police London effectively we need to go *beyond* legislative compliance by eliminating discrimination and harassment and by promoting human rights and equality of treatment between people irrespective of age, disability, gender, race, faith or belief, sexual orientation. In addition, we seek to promote good relations between peoples of different groups; promote participation in public life; and promote positive attitudes towards others.

We have provided definitions of what diversity and equality mean in the context of policing London as an annex to this strategy. This strategy is more than definitions and words, it is about delivering on our policing promise to ensure that we provide services that deliver safety across the capital and in which each and every Londoner can be confident. This is not something that can be achieved overnight and we recognise that mistakes will be made. We are committed to learning and acting on feed back. We invite the people of London to tell us when we have got things wrong and also where we need to improve and have in place a variety of mechanisms that enable people to give us feedback and comment.

AIMS AND DESIRED OUTCOMES, 2009-2013

This strategy contains four strategic themes that describe our aims and what we plan to do over the next three years.

- Delivering efficient and effective policing services that are fair and responsive to the diverse needs of the people we serve

This is the core of the strategy, an approach that recognises the unique function of policing and embeds diversity and equality into the delivery of all policing services. It will be supported by three further themes:

- Enhancing engagement with all communities
- Building and developing a talented workforce and working culture that promotes mutual respect, teamwork, productivity and pride in the MPS
- Good Governance and Performance Management.

The aims, key actions and outcomes for each theme are outlined below.

Theme 1: Delivering efficient and effective services that are fair and responsive to the diverse needs of the people we serve – *providing services that are valued by individuals*

Aim: We will do more to ensure that we are consistently meeting the needs of individuals, treating people fairly and with respect and consistently delivering on our promises. We will improve the public's perceptions that the police will treat them with respect and fairness which is critical to increasing the public's confidence in the MPS. We will work to understand and tackle the causes of

dissatisfaction. We will improve feelings of safety within London's varied and overlapping communities and their confidence in the police.

Key actions:

- Deliver on the MPS Policing Pledge Our Promise to the Public.
- Ensure that we are delivering services that are accessible and responsive to people's needs as efficiently and effectively as possible.
- Identify and address those areas where there are disproportionate outcomes affecting particular communities such as serious crime and domestic violence.
- Improve the consistency and quality of services we provide to all communities across London.
- Ensure that we treat people fairly and with respect, focusing on those issues where there is particular community concern (e.g. stop and search).
- Ensure our approach to counter-terrorism has the confidence of all communities.
- Promote equality through our procurement activity and how we allocate resources.
- Use technology to help us provide more accessible services.
- Understand and address the causes of dissatisfaction with our services, addressing disparities in confidence and satisfaction levels between groups.

Outcomes: All communities and individuals are more confident that the police would treat them fairly and with respect and that the police are helpful, friendly, understanding and approachable. Satisfaction levels in the services we provide are increased. Any differentials in levels of satisfaction are reduced. Community confidence in the police is enhanced.

Theme 2: Enhancing engagement with all communities –*listening and responding to people both internally and externally*

Aim: We will improve our engagement with all our communities, recognising that effective community engagement is the most important driver in increasing public confidence in the police. We will improve our understanding of the communities we serve, ensuring that our approach to community engagement meets the needs of all communities and develop strategies to improve our engagement with seldom heard groups. Within the MPS we will continue to improve how we listen and respond to our workforce, working closely with the Staff Support Associations, Police Federation, Superintendents' Association and the Trade Union Side.

Key actions:

- Improve our understanding of all of London's diverse communities and use this information to enhance our approach to community engagement.
- Ensure that our approaches to community engagement are accessible and meet the needs of all communities, implementing bespoke approaches to engage with seldom heard groups and communities and improving participation in police decision-making by all communities across London.
- Improve how we work together with our partners and voluntary organisations to be more effective and efficient in our approach to community engagement.
- Using existing police-community partnerships to prevent the radicalisation of individuals as part of the PREVENT strategy.
- Internally, we will ensure that we are engaged with and responding to the needs of people within the organisation.
- Keep the people of London and our own staff informed of the work we are doing.

Outcomes: All communities are more confident that the police are listening to their concerns, understand the issues that affect them and are dealing with their concerns. Our staff are more confident that they are consulted on decisions that affect them and are kept informed.

Theme 3: Building and developing a talented workforce and a working culture that promotes mutual respect, teamwork, productivity and pride in the MPS – *having a skilled workforce committed to delivering services of which they are proud.*

Aims: We will develop an organisational culture that is inclusive and that recognises, respects and value differences. We will do more to equip our staff to have the confidence to deal with issues of diversity and equality, acting professionally, treating people fairly and with respect through understanding, communicating and engaging with individuals, communities and each other. We will continue our work to make us more reflective of the communities we serve.

Key actions:

- Delivery of agreed recommendations arising from MPA Race and Faith Inquiry.

- Deliver training and development programmes that increase knowledge and equip our staff to value and respect difference and achieve cultural change.
- Continue our work to develop a workforce that reflects the diversity of London, building on the progress already made.
- Implement the Equality and Diversity Occupational Standard Assessment via the MPS PDR process
- Support staff, in particular those from under-represented groups, to realise their potential, to enable the MPS to make best use of the skills and talents its diverse workforce.
- Improve the progression of staff from under-represented groups, with a particular emphasis on specialist roles.
- Improve the confidence of all staff in our discipline and fairness at work processes and their belief that they are proportionate and fair.
- Utilise the staff survey to understand and address any disproportionality in levels of satisfaction between groups.

Outcomes: A workforce that is more representative and understanding of the people we serve at all levels and across specialisms. Our staff are more likely to feel that they are treated fairly and with respect and staff satisfaction is increased.

Theme 4: Good Governance and Performance Management – *following through on what we say we will do*

Aim: We will strengthen further the governance of diversity and equality issues across the MPS. We will ensure there is visible leadership at (Borough) Operational Command Unit ((B)OCU), unit and business group level, ensuring that robust performance management processes and, where necessary, targets are in place to hold managers to account and deliver improvements

Key actions:

- Review and strengthen organisational governance of diversity and equality issues to deliver strategy.
- Ensure diversity and equality issues are included within MPS performance management processes.
- Wider adoption of robust processes to deliver improvements in our performance in managing diversity and equality issues – such as the wider adoption of the Crime Control Strategy Meetings process used in Territorial Policing to hold Borough Commanders to account.
- Implement the Equality Standard for the Police Service within the MPS.

- Review and improve our approach to conducting Equality Impact Assessments not only to fulfil our legislative requirements but also to drive change and improvement.

Outcome: The MPS will have made demonstrable improvement in diversity and equality performance, as assessed through the Equality Standard for the Police Service and other mechanisms.

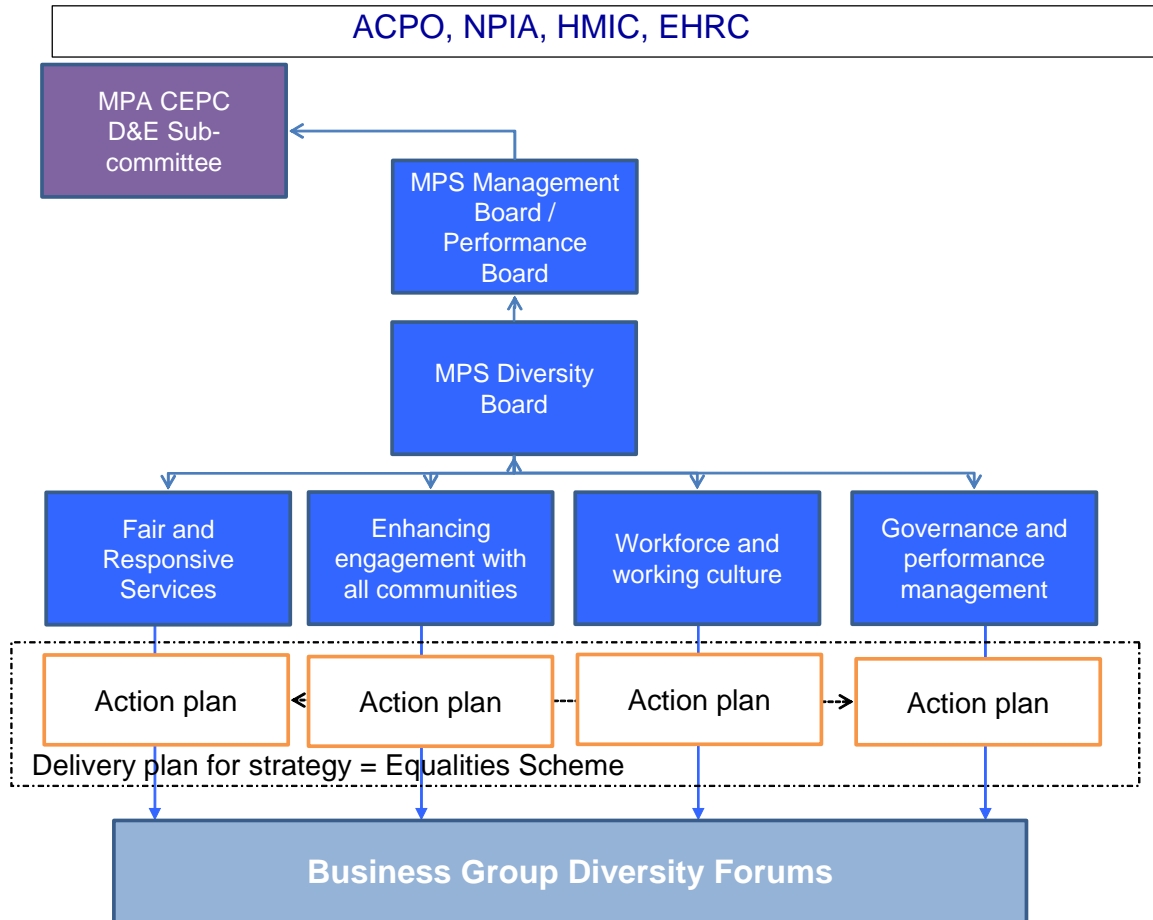
OUR FRAMEWORK FOR GOVERNANCE & DELIVERY

A robust governance structure will oversee the delivery of this strategy and our work to improve diversity and equality performance. This includes:

- Corporate level governance through the MPS Diversity Board chaired by the Deputy Commissioner and the Equalities Scheme Programme Board chaired by the Director of the Diversity and Citizen Focus Directorate.
- Oversight and coordination of action plans at Business Group and (B) OCU/unit level through Diversity Forums and other mechanisms. Ensuring that diversity and equality are integrated in corporate and local business planning and review mechanisms. Individuals at all levels will be held to account for their actions through performance review processes.
- At all levels our work will be informed by consultation and engagement with communities and our staff.

The role of the Metropolitan Police Authority is critical in providing oversight and scrutiny of this strategy and holding the MPS to account on the delivery of the aims. Figure 1 describes the governance structure to oversee delivery of the strategy. This will be supplemented by a set of performance measures to monitor improvement.

Figure 1: Governance Structure to Deliver the Strategy



CONCLUSION

This strategy describes our unequivocal commitment to diversity and equality and outlines MPS priorities for the coming years. Whilst we are pleased with the progress that we have made to date we are not complacent and recognise that there is still more to be done. In developing this strategy we have listened to the voices of the communities we serve and we are committed to continuing to listen and respond to the issues that are raised. It is only by getting these things right that we will improve public confidence in the MPS. This is key to our success over the coming years.

Our work to deliver this strategy will and must be more than definitions and words. Our actions will be a tangible demonstration that we have developed an MPS workforce, built from the widest talent available. Our people will, in partnership with all those committed to delivering a professional policing service, make it clear to London’s diverse communities that we are on their side in tackling crime, addressing issues of law and order and make the Metropolitan Police service an organisation of which they can be proud.

Annex A

DEFINITIONS

We have included some definitions to describe what we mean by diversity and equality.

Diversity is a recognition of the differences and the similarities in values, cultural perspectives, attitudes, beliefs, background, skills and knowledge, as well as life experiences of all those the MPS employs, and to whom we provide a service. Our similarity lies in the fact that as people who live, work and play in London we all want and expect a police service that is fair, professional and proportionate. Our difference recognises the variety of views and perspectives to be taken into consideration as we plan for, move towards and deliver a service that is fair, professional and proportionate.

Equality refers to action taken to address and sometimes redress discrimination and past discriminatory practices. Whether it be in our employment practices or how we deliver our service, understanding how the issue of equality affects the policing experience we seek to address, improve and eradicate any practices that create disadvantage, particularly in regard to the six equality strands (age, disability, gender, race, religion or belief and sexual orientation), ensuring equal access to services, employment and decision-making processes.