

## 2. MPA and MPS Equalities Policies 2003-6

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## **2.1 MPA Equalities Policy 2003-6**

The GLA budget submission requires that the main thrust of the Authorities equalities policy over the next three years should be outlined, with clear statements of how these will be achieved.

The main thrust of the MPA's equalities policy is:

1. To secure compliance and good practice in implementing key equal opportunities legislation and government recommendations.
2. To achieve a greater diversity in the MPS workforce at all ranks, which reflects London's population;
3. To improve MPS management and organisation culture with respect to equalities and diversity performance;
4. To improve the confidence and trust of all sections of the community to engage with the MPS;
5. To integrate equalities into the MPS' business and performance planning processes.
6. To promote the MPA's Equal Opportunities policy.

Objectives	Actions	Measurable outputs	Monitoring and Review process	Timescale	Responsible for progressing
<u>Objective 1</u> To secure compliance and good practice in implementing key equal opportunities legislation and government & other key recommendations		Achievements of targets published in action plan	Committee. Papers Briefing papers, presentations 'scrutiny' style headings including meetings with staff & service users	2005	
	Progress the MPA's own implementation of its Race Equality Scheme  Monitor & review the MPS progress against its own Race Equality Scheme	Achievements of targets	Committee reports, meeting with key stakeholders & borough based organization and six monthly review reports and meetings		
	Support & monitor progress of the MPS in the implementation of its 'Gender Agenda	Establishment of an MPA/MPS Women's reference group	Committee reports briefing and meetings with disability organizations 6 months review reports		
	Promote & support implementation of European directives and guidance on LGBT issues				

Objectives	Actions	Measurable outputs	Monitoring and Review process	Timescale	Responsible for progressing
<u>Objective 2</u> To achieve a greater diversity in the MPS workforce at all ranks, which reflects London's population		<b>Headline Indicator:</b> <i>Composition of workforce against targets.</i>		2006	HR
	Promote links with equality priority groups to interest them in careers/jobs in police service.	A planned programme of MPA engagement with equality groups is prepared and implemented.		On-going	EODB/Consultation
	Work in partnership with the MPS on recruitment, retention and accessibility initiatives.	EODB to receive regular updates on DOIT Team and Recruitment Task Force.		On-going	EODB/HR
	Work with the MPS to achieve a greater confidence amongst staff in using the staff complaints' and grievance procedures.	Improvement demonstrated in climate survey.		2003	HR
	Ensure implementation of the Viridi Report	MPA signs off completion of recommendations.		2005	EODB
	Monitor for adverse impact in training relating to advancement.	Regular monitoring of training data.		On-going	HR
	Develop relationship between MPA and staff associations.	Regular liaison between MPA and associations.	EODB/HR	On-going	
<u>Objective 3</u> To improve MPS management and organisation culture with respect to terms of equalities and diversity performance		<b>Headline Indicator:</b> <i>Improvement in climate survey results.</i>		2006	HR
	Monitor implementation of recommendations from the Stephen Lawrence Inquiry.	Authority signs off recommendations as complete.		2004	EODB

Objectives	Actions	Measurable outputs	Monitoring and Review process	Timescale	Responsible for progressing
	Support continuous development of diversity training.	Review of diversity training completed and recommendations implemented.		On-going	EODB
	Promote and support implementation of MPS equality related strategies at local and OCU levels.	Borough Champions identified and trained.  Champions Network set up.		2003	EODB
	Work in partnership with MPS to address harassment, bullying and discrimination.	Improvement in cultural climate.		2003	EODB
<b>Objective 4</b> To improve the confidence and trust of all sections of the community to engage with the MPS.		<b>Headline Indicator:</b> <i>Greater inclusiveness in MPS/MPA consultation processes.</i>		2006	Consultation
	Capacity build community sector to engage with the MPS and MPA.	Establishment of race equality forums.		2003	EODB
	Develop consultation which reaches disaffected communities.	3 year consultation strategy agreed and implemented.		2003	Consultation
	Ensure MPS policies and functions are monitored and assessed for adverse impact.	Successful implementation of MPS race equality scheme impact assessment arrangements.		On-going	EODB
	Work co-operatively with MPS, agencies and the community on the social exclusion agenda and specific issues of high concern to equality groups.	Evidence of leadership and participation in issues e.g. deaths in custody, stop and search, race hate crimes, domestic violence and rape investigations, refugees and asylum seekers, school exclusions etc.		On-going	EODB

Objectives	Actions	Measurable outputs	Monitoring and Review process	Timescale	Responsible for progressing
	Support to GLA programme of stakeholder engagement.	Effective participation in GLA working groups and involvement in stakeholder development/liaison.		On-going	Consultation
	Achieve common equality standards in all boroughs	London-wide roll out of Fair Practice tool.  All London CDRPs, CPCGs and ICVPs influenced by MPA equalities policy.		2005	Co-ordination and Policing
	Monitor implementation of HMIC reports	Progress against HMIC Winning Consent and Training recommendations charted.		On-going	EODB
<b>Objective 5</b> To integrate equalities into MPS business and performance planning processes.		<b>Headline Indicator:</b> Improved financial and budgetary accountability on policing a diverse community.		On-going	EODB
	Put adequate monitoring processes and controls in place.	Development of MPA's Equal Opportunities and Diversity Board and its links with MPS.  Monitoring of diversity at directorate, BOCU and OCU levels.		2003	EODB
	Regular monitoring of Diversity Directorate budget	Integrated planning of MPA and MPS diversity work programmes.		2003	EODB

Objectives	Actions	Measurable outputs	Monitoring and Review process	Timescale	Responsible for progressing
	New policy development Encompassing consideration of Equality implications.	Review of Policy Clearing House.  Effective use of equality Implications sections in committee Reports.  Equality issues covered in all best Value reviews.		2004	EODB
	Promoting competition and consideration of equalities issues in procurement.	Greater diversity of workforce and businesses providing contract services to MPS.		2003	Finance
<b>Objective 6</b> To promote the MPA's Equal Opportunities policy		<b>Headline Indicators:</b> <i>Composition of workforce against targets.</i>		2006	HR
		<i>MPA climate survey improvements.</i>		2006	EODB
	Development of the MPA's equal opportunities and diversity policy.	Policy reviewed, agreed and published		2004	Full Authority
	Implementation of the Best Value Review of Equalities	Meeting the MPA's commitment to the review.  Achieving Level 5 equalities standard.		2005	EODB
	Implementation of the Race Equality Scheme	Compliance with RRAA  Relevant MPA functions and policies impact assessed.		2005	EODB
	Implementing the 'People Matters Framework'	Framework introduced		2003	HR

## Acronyms

BOCU	Borough Operational Command Units
CDRP	Crime and Disorder Reduction Partnership
CPCG	Community and Police Consultative Group
DOIT	Development and Organisation Improvement Team
EODB	Equal Opportunities and Diversity Board
HMIC	Her Majesty's Inspectorate of Constabulary
HR	Human Resources
ICVP	Independent Custody Visiting Panel
OCU	Operational Command Units

## **MPA Equalities Policy 2003 to 2006.**

**The GLA budget submission requires that the main thrust of the Authority's equalities policy over the next three years should be outlined, with clear statements of how these will be achieved; details of relevant equalities targets, in comparison the existing MPA situation and any risks factors that could hamper the Authority's progress in achieving its equalities and diversity policy objectives.**

### **Proposed equalities and diversity policies 2003- 2005 with performance targets**

1. The work programme is not exhaustive and does not attempt to cover the entirety of the functions that the Committee could address, what it aims to do, however, is outline the main thrust of the MPA's equal opportunities and diversity priorities to enable the Authority to achieve its key aims by the end of its first term, in 2004, and having clear measurable equal opportunities and diversity objectives to 2006.

## **PART 1 HUMAN RESOURCES AND INTERNAL EXPENDITURE**

### **STAFFING**

*'The costs of staff who work full time or nearly full time on equalities'.*

No costs are shown in Table 1 for reasons outlined below.

#### 2001/02

The MPA establishment, agreed in 2000/01, did not include any whole-time equality posts. The MPA took a policy decision to mainstream equalities, requiring all post holders integrate equalities into all aspects their work.

The establishment included two policy officers, whose roles provided specific equalities and diversity advice. However, neither policy officers nor any members of staff in their teams, worked full-time on equalities.

- The Policy Officer (Consultation and Diversity) was included in the establishment to provide management advice and guidance on equalities and diversity to the MPA, provide overview on equalities and diversity issues on the MPS performance and support the former Consultation, Diversity and Outreach (CDO) Committee. In addition to the committee's equalities', diversity and other work areas this policy officer also has policy lead responsibility for the MPA and MPS consultative activities, progressing a joint consultation strategy, management responsibility for local consultation groups, the implementation of the best value review of consultation and the operation of the independent custody visitors scheme across London.
- The Policy Officer (Human Resources) was created to provide overview on Human Resource for the MPA as well as an overview of the MPS performance and support the former support the Human Resources Committee. This committee, in addition to its other responsibilities, considers equality issues relating to recruitment, staffing and training, affecting both the MPA and the MPS. The Policy Officer leads a Human Resources Unit, which carries out the full range of human resources functions; it also deals with other duties including the recruitment of ACPO officers and investigations of matters relating to senior police officer conduct. In 2001/02, it was intensely involved with recruitment to the permanent establishment.

It should be noted that during 2001/02, the GLA group's best value reviews of equalities commenced and the MPA began development of its race equality scheme. While these were major pieces of work, this was carried out by officers amidst their other duties and for only part of the year.

### 2002/03

During 2001/02 the CDO team had largely comprised of seconded and temporary staff. The work arising from the Race Equality Scheme and the GLA best value review of equalities, as well as the division of the CDO Committee into a Consultation Committee and Equal Opportunities and Diversity Board, led the MPA to create two permanent policy support positions in place of the temporary positions in the CDO team. One Policy Development Officer will work on Diversity and Community Safety issues, the other Consultation. This change creates a greater demarcation of responsibility between the two policy support positions, with equalities work amounts to about 70% of the Policy Development Officer (Diversity and Community Safety) time. One temporary officer in the CDO Unit currently spends a significant amount of time in providing administrative support to the MPA's equalities projects.

### 2003/04

The MPA is in support of a diversity budget, subject to approval of the overall MPA growth bids. If the budget proposals are approved, the MPA would have a Policy Officer, a Policy Development Officer and administrative staff to support both the Consultation Committee and the Equal Opportunities and Diversity Board. The Authority is keen not to compartmentalise equalities work and so no dedicated equalities officers are shown in Table 1 below but increased capacity is reflected in Table 2.

**Table 1- Staff Costs**

Numbers	Post	2003-04 Budget	2002-03 Budget	2001-02 Actual
		£000	£000	£000
0		0	0	0
	TOTAL	0	0	0

### **Other staff working on equalities**

*The numbers and nature of staff who spend a significant amount of time on equalities issues but who do not work full time on equalities.*

Table 2 shows MPA staff who spend a significant proportion of their time in carrying out specific equalities work on an ongoing basis. Such work includes:

- Supporting the equalities work programme, namely its reviews, initiatives and implementation work.
- Delivering the 'equalities for all' service improvement plan.
- Meeting the arrangements set out in the race equality scheme and completing impact assessments.
- Enabling and undertaking performance scrutiny of the MPS.
- Promoting and supporting consultation, communication and engagement with priority groups.

- Dealing with MPA/MPS employment and service delivery equality issues.
- Supporting multi-agency and GLA group equality initiatives.
- Participating in equalities related meetings and conferences.

**Table 2- Other Staff Costs**

Post	Role	% of time	
		2002/03	2003/04
Clerk	Ultimately accountable for equal opportunities in the MPA and its compliance with legislation.	10%	5%
Deputy Clerk		<b>N/a</b>	10%
Policy Officer (CDO)	The lead policy 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 and Diversity Unit will also be the lead support officer to the MPA's Equal Opportunities and Diversity Board.	50%	60%
Policy Development officer (Equalities)		60%	70%
Policy Officer (Consultation)		0%	10%
Policy Development officer (Consultation)		10%	10%
Administrative Officer (CDO)		70%	80%
Head of Human Resources and Professional Standards	Key adviser to the MPA with regard to staff employment, equality and training issues. Also responsible for advising and monitoring the MPS on similar employment matters	30%	30%
HR Policy Officer		20%	20%
Senior Analyst	the key adviser to the MPA on performance management and monitoring systems with regard to equality and diversity issues.	20%	20%

Analyst	adviser to the MPA on performance management and monitoring systems with regard to equality and diversity issues.	20%	20%
Treasurer	accountable for ensuring the MPA budget planning and expenditure takes equal opportunities and diversity matters into consideration	3%	3%
Deputy Treasurer	in support of the Treasurer, 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.	5%	5%
Best Value Policy Officer	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.	10%	10%
Communications Director	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.	10%	10%
Committee Clerk	Services EOD board.	5%	5%
<b>Total estimated cost</b>		<b>£138,100</b>	<b>£157,800</b>
<b>Total estimated hours</b>		<b>4,974</b>	<b>5,667</b>
<b>f.t.e.</b>		<b>3.2</b>	<b>3.7</b>

### Targets/Outcomes:

- Achieving the effective, efficient and fair delivery of policing in London.
- Compliance with equalities legislation.
- Promoting equal opportunities, eliminating discrimination and promoting good community relations.
- Addressing issues of concern to the community and promoting community confidence in policing.
- Effective multi-agency working.
- Communication and engagement with London's diverse communities and equality priority groups.
- Achieving diversity in the workforce that reflects London's community.
- Ensuring equalities work is a policing priority.
- Professional advice and support to the MPS.
- Effective scrutiny of the MPS in collaboration with GLA, equality commissions and other partners.

### Training

*Expenditure on training which specifically addresses equalities issues or contains a distinctive and significant equalities element.*

The MPA has a budget of £50K for training. Whilst it has not yet developed a training strategy, it has sought to ensure at least 20% (£10k) of the training budget is allocated to equalities specific training. It is proposed that this level of budget is sustained for corporate equalities training requirements to deal with:

- Cultural awareness and anti-discrimination training
- Legislation briefings
- Impact assessment, consultation and project work training.

Consideration is being given to the scope within the budget for supporting positive action training to address issues of under-representation of equality priority groups within the policing /public sector decision-making levels.

**Table 3 - Training Costs**

Description of training	No of staff trained	2003-04 Budget	2002-03 Budget	2001-02 Actual
		£000	£000	£000
General diversity training for all staff.	80			10
Disability Discrimination Act	80		10	
Corporate equalities training component of training strategy	80	10		
Positive Action	5-10	6		
<b>TOTAL</b>		<b>16</b>	<b>10</b>	<b>10</b>

**Recruitment****Amount spent on targeted recruitment**

The staffing recruitment budget is £40k. For all recruitment, publicity is placed in certain publications that reach specific priority groups although the cost of doing so to date has not been identified. It is proposed that 25% of the recruitment budget (£10k) is targeted towards reaching applicants from priority groups. This is likely to involve creative ways beyond advertisement in minority publications but yet to be defined.

The process to recruit new independent members has commenced. A budget of £100k is proposed. It is proposed that a level of expenditure (25%), similar to that for staffing recruitment, is set aside for creative targeting.

**Table 4- Recruitment Costs**

	2003-04 Budget	2002-03 Budget	2001-02 Actual
	£000	£000	£000
Publications		0	0
Community Events		0	0
Creative targeted recruitment - staff.	10		
Creative targeted recruitment – independent members	25		
<b>TOTAL</b>	<b>35</b>	<b>0</b>	<b>0</b>

**Expenditure on self organised staff groups**

No self-organised groups have currently come forward. The MPA is not proposing to pro-actively develop these for its own staff, however, it will consider facilitating these

should groups emerge. Due to the MPA's relatively small staffing establishment, it will also be willing to consider supporting any joint initiatives for staff across the GLA group.

Regular meetings have been arranged between members of the MPA and staff associations and self-organised groups within the MPS

**Table 5- Self-organised groups**

Group	2003-04 Budget	2002-03 Budget	2001-02 Actual
	£000	£000	£000
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Other Internal equalities based expenditure**

*Internally focussed equalities initiatives*

See committee paper for outline.

**Table 6- Internal Costs**

Activity	2003-04 Budget	2002-03 Budget	2001-02 Actual
	£000	£000	£000
Diversity (CRR) Training review		80	
Gender Agenda		20	
Policy Clearing House review	10		
MPS diversity budget performance review	10		
Annual corporate equalities health check and cultural climate survey	5		
<b>TOTAL</b>	<b>25</b>	<b>100</b>	<b>0</b>

**PART 1 SUMMARY**

Type of expenditure	2003-04 Budget	2002-03 Budget	2001-02 Actual
	£000	£000	£000
Staff who work full time on equalities	0	0	0
Training	16	10	10
Recruitment	35	0	0
Self organised groups	0	0	0
Internal equalities initiatives	25	100	0
<b>TOTAL</b>	<b>76</b>	<b>110</b>	<b>10</b>

**PART 2 HUMAN RESOURCES DATA  
STAFFING ANALYSIS AT 31 MARCH 2002**

	MEN	MEN	WOMEN	WOMEN	DISABLED PEOPLE
	Top 5% of earners	Total Organisation	Top 5% of earners	Total Organisation	Total
White	2	28	1	19	0
Mixed					
Asian or Asian British		5		2	
Black or Black British		7		6	
Chinese or other		0			
<b>Total</b>	<b>2</b>	<b>40</b>	<b>1</b>	<b>27</b>	<b>0</b>

**JOINERS IN 2001-02**

	MEN	WOMEN	DISABLED PEOPLE
White	9	16	
Mixed			
Asian or Asian British	5	1	
Black or Black British	6	7	
Chinese or other			
<b>Total</b>	<b>20</b>	<b>24</b>	<b>0</b>

**LEAVERS IN 2001-02**

	MEN	WOMEN	DISABLED PEOPLE
White	1	3	
Mixed			
Asian or Asian British			
Black or Black British	1	2	
Chinese or other			
<b>Total</b>	<b>2</b>	<b>5</b>	<b>0</b>

**ETHNIC AND GENDER ANALYSES OF GRIEVANCES TAKEN OUT DURING 2001-02**

	MEN	WOMEN	DISABLED PEOPLE
White		1	
Mixed			
Asian or Asian British			
Black or Black British	1		
Chinese or other			
<b>Total</b>	<b>1</b>	<b>1</b>	<b>0</b>

**DISCIPLINARY ACTIONS STARTED IN 2001-02**

	MEN	WOMEN	DISABLED PEOPLE
White			
Mixed			
Asian or Asian British			
Black or Black British			
Chinese or other			
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

**PERMANENT PROMOTIONS MADE IN 2001-02 (Note 9)**

	MEN	WOMEN	DISABLED PEOPLE
White			
Mixed			
Asian or Asian British			
Black or Black British			
Chinese or other			
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TEMPORARY PROMOTIONS MADE IN 2001-02**

	MEN	WOMEN	DISABLED PEOPLE
White			
Mixed			
Asian or Asian British			
Black or Black British			
Chinese or other			
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

### EMPLOYMENT TRIBUNAL CASES TAKEN OUT 2001-02

	MEN	WOMEN	DISABLED PEOPLE
White		1	
Mixed			
Asian or Asian British			
Black or Black British			
Chinese or other			
<b>Total</b>	<b>0</b>	<b>1</b>	

### OUTCOMES OF EMPLOYMENT TRIBUNALS

Settled before hearing

### STAFFING ANALYSIS AT 30 SEPTEMBER 2002

	MEN	MEN	WOMEN	WOMEN	DISABLED PEOPLE
	Top 5% of earners	Total Organisation	Top 5% of earners	Total Organisation	Total
White	2	28	1	19	
Mixed					
Asian or Asian British		5		2	
Black or Black British		7		6	
Chinese or other					
<b>Total</b>	<b>2</b>	<b>40</b>	<b>1</b>	<b>27</b>	<b>0</b>

### JOINERS 1 APRIL 2002-30 SEPTEMBER 2002

	MEN	WOMEN	DISABLED PEOPLE
White	2	3	
Mixed			
Asian or Asian British			
Black or Black British		1	
Chinese or other			
<b>Total</b>	<b>2</b>	<b>4</b>	<b>0</b>

**LEAVERS 1 APRIL 2002-30 SEPTEMBER 2002**

	MEN	WOMEN	DISABLED PEOPLE
White	2	3	
Mixed			
Asian or Asian British			
Black or Black British		1	
Chinese or other			
<b>Total</b>	<b>2</b>	<b>4</b>	<b>0</b>

**ETHNIC AND GENDER ANALYSES OF GRIEVANCES TAKEN OUT 1 APRIL 2002-30 SEPTEMBER 2002**

	MEN	WOMEN	DISABLED PEOPLE
White			
Mixed			
Asian or Asian British			
Black or Black British			
Chinese or other			
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

**DISCIPLINARY ACTIONS STARTED 1 APRIL-30 SEPTEMBER 2002**

	MEN	WOMEN	DISABLED PEOPLE
White			
Mixed			
Asian or Asian British			
Black or Black British			
Chinese or other			
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

**PERMANENT PROMOTIONS 1 APRIL 2002-30 SEPTEMBER 2002 (Note 9)**

	MEN	WOMEN	DISABLED PEOPLE
White			
Mixed			
Asian or Asian British			
Black or Black British			
Chinese or other			
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TEMPORARY PROMOTIONS 1 APRIL 2002-30 SEPTEMBER 2002**

	MEN	WOMEN	DISABLED PEOPLE
White			
Mixed			
Asian or Asian British			
Black or Black British			
Chinese or other			
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

**EMPLOYMENT TRIBUNAL CASES TAKEN OUT 1 APRIL 2002-30 SEPTEMBER 2002**

	MEN	WOMEN	DISABLED PEOPLE
White			
Mixed			
Asian or Asian British			
Black or Black British			
Chinese or other			
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

**OUTCOMES OF EMPLOYMENT TRIBUNALS**

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## HUMAN RESOURCE TARGETS

	31/3/04 Target	31/3/03 Target	31/3/02 Actual
% of black and ethnic minority staff	27%	25%	
% of women staff	52%	40%	
% of black and ethnic minority staff in top 5% of earners	1%	1%	0
% of women in top 5% of earners	1%	1%	1.4
% of women joiners	60%	50%	
% of black and ethnic minority joiners	35%	27%	
% of staff who are disabled	9%	5%	
<b>Other (Please Specify)</b>			
Targets for Age, Sexuality, Faith are being looked at by GLA HR Network Group			

(i) &(ii) The MPA only have two staff in the top 5% earners categories. The target reflects potential for replacement only and not increase to the current levels

(iii) The MPA currently has disabled employees who do not wish to be categorised as disabled. They are not officially registered disabled.

### PART 3 BUILDINGS AND FACILITIES (Note 12)

Type of expenditure	2003-04 Budget £000	2002-03 Budget £000	2001-02 Actual £000
Expenditure to make buildings accessible to disabled staff			
Expenditure to make facilities available to women staff			
Expenditure to make buildings accessible to disabled people			
Expenditure to ensure facilities are available for women			
<b>Other (Please Specify)</b>			
Induction loop			
Ramps			
Website			
The MPA has recently moved into new leasehold accommodation; as part of the refurbishment it is estimated that £21,000 was spent on works to make the building more accessible to staff with disabilities. Further work required will be identified as these arise.			

### PART 3 TARGETS

Targets	31/3/04 Target	31/3/03 Target	31/3/02 Actual
% of buildings fully accessible to disabled staff	<b>100</b>		
% of buildings fully accessible to disabled members of the public	<b>100</b>		
% of buildings providing full facilities for women staff	<b>100</b>		
% of buildings providing full facilities for women members of the public.	<b>100</b>		
<b>Other (please specify)</b>			

**PART 4 SERVICES TO THE PUBLIC**

**SERVICES SPECIFICALLY TARGETED AT EQUALITY GROUPS (Note 13)**

### *The projected cost of services specifically targeted at equality groups*

The MPA does not provide any services specifically targeted at equality groups. Its work programme aims to deal with issues of key concern to equality groups that are not duplicated elsewhere.

#### 2001/02

- The MPA consulted on the Home Office proposal on the issue of police stops. Statistics show that stop and search disproportionately affects young, black men. A response was provided to the Home Office in support of the proposal as favoured by Londoners. The proposal is now to be introduced and/or piloted.
- Following the disturbances in northern cities, the MPA hosted a conference with community leaders to find ways of preventing occurrences in London and diffusing racial tensions. This was carried out in partnership with the MPS. Borough commanders took steps to ensure that community leaders from the Asian community was adequately briefed and held regular meetings to address emerging difficulties.
- The MPA commenced the development of its Race Equalities scheme as part of the requirement of the Race Relations (Amendment) Act 2002 which was aimed directly at ensuring that policing service is delivered in ways that addressed and reflects the needs of black and minority ethnic groups.
- The Authority in consultation with other interested partners is exploring the issue of police suspensions and fatal incidents which is a significant issue for BME communities. A working group, chaired by the Chair of the MPA, has been set up to consider this issue.

#### 2002/03

- the Authority developed and published its Race Equality Scheme, in full consultation with the MPS, by the Commission for Racial Equality (CRE) legislative deadline. The Scheme has been promoted as a good practice example by the CRE.
- In partnership with the GLA group (TfL, LDA, GLA and LLEPA), the MPA participated and contributed to the Best Value review of equalities. The finalised report was launched in September 2002.
- Following serious concerns that the MPS may be in danger of not achieving the Home Secretary targets for recruiting (and retaining) BME police officers, the MPA, in consultation and partnership with the MPS and

GLA, is carrying out a review onto the recruitment and retention of BME individuals into the MPS.

- The MPS has been working closely to monitor and review the impact of the MPS Safer Streets Initiative on BME communities. The Chair of the MPA Equal Opportunities and Diversity Board is represented on the Government's London Street Crime Management Board
- As part of its review of the MPS performance, the MPA is undertaking an independent evaluation of the MPS Diversity (Community and Race Relations) training programme.
- Internally, the MPA has set targets for improving its staffing representation to reflect London's diverse communities.
- As part of its implementation of its Race Equality Scheme, and in line with its policy decision to integrate equal opportunities and diversity matters into all aspects of its work, the authority now has in place a process for ensuring that all committee reports contain equal opportunities and diversity issues. The MPA Equal Opportunities and Diversity Board monitors this.
- The MPA will be closely monitoring the MPA pilot of the implementation of Recommendation 61 of the Lawrence Inquiry
- A comprehensive mapping of all equalities and diversity work activities/work programmes and recommendations arising from key developments such as the BV review of equalities, the recommendations arising from the race equality scheme will be developed to inform the development of a comprehensive MPA/MPS diversity strategy

#### 2003/04

- Development and publication of MPA/MPS equal opportunities and diversity strategy
- Implementation of recommendations arising from Internal Audit report into MPA/MPS diversity application and monitoring
- Implementation of outcomes of Diversity (CRR) independent evaluation
- Ongoing implementation and monitoring of actions outlined in Race Equality Scheme

In partnership with CRE, GLA and other partners, implementation of borough based processes to monitoring implementation of RES at local borough levels.

## **SERVICES WHICH DISPROPORTIONATELY BENEFIT EQUALITIES GROUPS (Note 14)**

The Authority has a core objective of ensuring that its services disproportionately benefit certain groups and communities. Many of its key decisions reflect this core aim. The activities and services below are examples of these.

- The MPA has taken active steps, in partnerships with the GLA GROUP to ensure that key consultation activities will specifically engage with groups and communities that are traditionally excluded and experience disproportionate discrimination in policing and crime and community safety policing service.
- The Authority's Race Hate Crimes work activity will disproportionately benefit people that experience race hate crimes and organisations that work on their behalf.
- The implementation of the MPS Race Equality Scheme will play a major part in delivering race and equalities performance in a number of related areas
- The MPA Employment Task Force that is looking into the recruitment and retention and progression on ethnic minority staff in the police service will inform and positively influence the MPS practice and performance.
- The Authority is closely monitoring and reviewing the MPS Street Crime initiative, especially the impact on the black and minority ethnic communities.
- The MPA has taken proactive steps to influence the decision of the Home Secretary in the progress towards implementing Recommendation 61 of the Lawrence Recommendation.
- The Authority's Equal Opportunities and Diversity Board will have the key role of closely scrutinising and monitoring the MPA and MPS diversity budget expenditure against performance.

## Appendix 1

	<b>MPA Equal Opportunities and Diversity budget proposals 2003/04</b>	<b>2003/04</b>	<b>Committed</b>	<b>Arising from statutory obligation</b>	<b>Good practice / on-going</b>	<b>Opportunity costs/ In-house</b>
		<b>£000k</b>	<b>£000K</b>	<b>£000k</b>	<b>£000k</b>	<b>£000k</b>
1	1 x Policy Development Officer (Diversity)	37	37			
2	1 x Administrator (diversity work programme)	22		22		
3	Policy Clearing House review	10		10		
4	MPS diversity budget performance review.	10		10		
5	Annual corporate equalities health check and cultural climate survey.	5		5		
6	Race Hate Crimes Forum	20			20	
7	Local diversity and race equality scrutiny	120		120		
8	Publicity materials in community languages and accessible formats.	20			20	
9	Recommendations 61 and 63 - Lawrence Report.	10			10	
10	Respect Festival.	5			5	
11	Black History Month.	15			15	
12	Priority group initiatives	15			15	
13	Diversity training review - implementation	Opp cost				X
14	Best Value Equalities for All Review - implementation	Opp cost				X
15	APA 'People Matters' framework implementation	Opp cost				X
16	Domestic Violence Strategy implementation	Opp cost				X
17	Gender Agenda implementation.	Opp cost				X
18	Diversity and equalities awareness training.	HR budget				
19	Positive action.	HR budget				
20	Targeted recruitment and retention	HR budget				
	<b>Total Requirement</b>	<b>289</b>	<b>37</b>	<b>167</b>	<b>85</b>	

## Appendix 2

Item	Proposed spend	Equal Opportunities, Diversity Board Annual Work Programme, and Commentary/Links to budget proposals 2003/04
1	1 x Policy Development Officers	Appointment of 1 policy development officer dealing with diversity matters of the MPA and scrutiny of MPS. This post was not in the original MPA staffing establishment, however, increased work responsibilities resulted in the post being funded in the 2002/03-budget transfer from the MPS. The post holder is now in post and it is proposed that this should be reflected in the MPA staffing establishment costs.
2	1 x Unit Administrator (diversity work programme)	Equalities and diversity programme administrative support. No provisions were made in the MPA staffing establishment for administrative support for its diversity work. The current position is funded through the 2002/03-budget transfer from the MPS. The post is vacant and is currently filled by agency staff and it is proposed that this post be reflected in the MPA staff establishment.
3	Policy Clearing House review.	To review the effectiveness and efficiency of the policy review process to meet requirement of RRA. This is a key outstanding action by the MPS Race Equality Scheme. Although the MPA does not have a significant number of policies, there remains outstanding work in this area that need to be completed. In partnership with the CRE the funding will meet the cost of an independent review of the MPA and MPS progress in carrying out their respective policy impact assessments in the first year of the scheme's implementation.
4	MPS diversity budget performance review.	The MPA is required, as part of the overall budget submission, to give commentary of its equalities policy, targets and performance for a three year period. This will entail commentary on its own as well as the MPS' equalities spend. The current systems and processes in place in the MPS may be inadequate to achieve this requirement. The GLA has indicated it will buy in the expertise for undertaking a detailed review of effectiveness of equalities spends across the GLA group. The indicative cost will be the MPA contribution to this activity and the publication of an annual equality report.
5	Annual corporate equalities health check and cultural climate survey.	Carrying out an annual independent evaluation of equalities practice in the MPA to monitor performance and to progress identified needs.
6	Race Hate Crimes Forum.	The MPA is to become a responsible authority in Crime and Disorder Reduction Partnerships. The monitoring of performance of crime and disorder partnerships on hate crimes, including race hate crimes, is not currently being done by any London wide organisation. The MPA, in partnership with the MPS, has engaged with the key agencies (the Crown Prosecution Service, London Magistrates Courts Authority, Victim Support London, Circle 33, ALG, CRE and other organisations) to agree protocols and performance measures for the overview of this area of work. The proposed budget will contribute towards the salary cost of an administrator/coordinator for the next phase of the Forum's work. Agreement has been received, in principle, from the Government Office for

Item	Proposed spend	Equal Opportunities, Diversity Board Annual Work Programme, and Commentary/Links to budget proposals 2003/04
		London to contribute to the costs for this post.
7	Local diversity and race equality scrutiny	To meet recommendations in the MPA and MPS Race Equality Schemes to monitor the implementation of race equality implementation at borough levels. It is proposed in both schemes that local Racial Equality Councils will be asked to coordinate and administer meetings with local groups and organisations in order to monitor the implementation of race equality in each borough. This will be a joint initiative with CRE and other partners/sectors e.g. health. The funding proposed will meet the administrative costs of REC (approx 4K) for arranging at least three meetings per year and submitting written reports to the MPA and CRE.
8	Publicity materials in community languages and accessible formats.	2002/03 internet development. 2003/04 review and implementation of policy and costs of translations, interpretation services and publicity.
9	Recommendation 61 and 63 Lawrence Report.	Publicity material on introduction of police stops, and stop and search rights.
10	Respect Festival.	Development of publicity materials and contribution to event.
11	Black History Month.	Development of publicity materials and contribution to event.
12	Priority group initiatives	Contribution to initiatives dealing with MPA's equality priority groups, not included elsewhere in the programme e.g. disabled people, young people, lesbian, gay, bisexual and transgender communities, faith groups, older people etc. 2003 is Year of Disabled.
13	Diversity (CRR) training review.	2002/03 includes cost of consultant's review. 2003/04 includes allowance for costs of implementation arising from the review requiring further MPA action.
14	Best Value Equalities for All Review - implementation.	The Authority has already made a public commitment to meeting the recommendations arising from the 'Equalities for All' review including development and preparation for Level 5 Equalities Standard by 2005 by the GLA group.
15	APA 'People Matters' framework Implementation.	The APA is in the process of implementing the APA Human Resource Framework document. This proposes that equal opportunities and diversity issues should be embedded and integrated into all HR practices Implementation of and diversity strategies.
16	Domestic Violence	As part of the domestic violence strategy, to commission a review of effectiveness of the family liaison units in

Item	Proposed spend	Equal Opportunities, Diversity Board Annual Work Programme, and Commentary/Links to budget proposals 2003/04
	Strategy implementation	dealing with domestic violence at a local level.
17	Gender Agenda implementation.	2002/03 to contribute to strategy launch. 2003/04 to implement actions arising e.g. publicity.
18	Diversity and equalities awareness training.	2002/03 Disability Discrimination Act. 2003/04 Race Relations Amendment Act implementation to include policy impact assessment training in partnership with MPS. Other Equal Opportunity issues. Follow up to diversity training and new staff induction training.
19	Positive action.	Supporting development opportunities and initiatives for staff from under-represented/priority groups.
20	Targeted recruitment and retention.	In order to meet and maintain its equal opportunities and diversity employment targets budget is proposed to develop targeted initiatives to recruit and retain under-represented groups within MPA.

## **2.2 MPS Equalities Policy 2003-6**

### **The Diversity Strategy**

The MPS's first Diversity Strategy 'Protect and Respect' was launched in February 1999 in response to the Stephen Lawrence Inquiry. It focused on race, and dealt primarily with investigation, prevention, training, fair practice, recruitment and advancement. Much improvement was made quickly in the areas of investigation, recruitment and training. The London nail-bombings by David Copeland showed us that our approach to diversity issues needed to be wider than race. The revised Diversity Strategy, 'Protect & Respect – Everybody Benefits' was launched in 2001. It maintains a focus on race whilst advocating a wider, more inclusive approach to all aspects of diversity (i.e. Age, Faith, Gender, Sexual Orientation, Disability & socially excluded groups)

Key aims include:

- Working with partners to reduce Hate Crime
- Appreciating & Responding to the needs of London's diverse communities
- Increasing the diversity of our workforce to reflect that of London
- Creating an organisation people want to work for.

It is designed to be responsive to changing external and internal environments, as well as responding to major organisational, political and legislative drivers, including;

- Stephen Lawrence Inquiry Recommendations
- The MPS Race Equality Scheme under The Race Relations Amendment Act (attached as an appendix)
- 'Equalities for All' – the Best Value Review of Equalities across the GLA family.
- CRE Leadership Challenge
- Disability Discrimination Act
- The Gender Agenda

The Diversity Action plan is included as an appendix, in order to set out the work we have undertaken.

### **Policing & Performance Plan**

The 2002/3 MPA/MPS Policing and Performance Plan includes performance indicators under our key priorities which relate directly to diversity issues;

- The number of gun-related violent crimes – keep increase down to below 10%.
- Implementation of the action plan following the outcome of the Climbie Inquiry.
- 18% judicial disposal rate for racist crime.
- No difference in percentage of victims satisfied by their treatment by police.
- 16% judicial disposal rate for homophobic crime.
- 16% judicial disposal rate for domestic violence.

In addition, there is a diversity impact to **all** the performance indicators in the plan, but particularly rape and youth justice.

Additional targets are set within local Crime & Disorder strategies by BOCUs in partnership with local authorities commensurate with the needs of the boroughs. Many of these have a diversity impact, and will be collated in the future within DCC4.

### **Recruitment Targets**

Diversity-related recruitment targets for the current financial year are as follows: -

- Number of VEM officers as a percentage of police strength - 7.9%
- Percentage of new appointments to the police strength who are female – 22.5%
- Percentage of minority ethnic police officers in the MPS compared to the minority ethnic population of working age – 1:3.2

### **Towards the Safest City**

Each of the five main themes of 'Towards the Safest City' consists of key aims and supporting initiatives, many of which are impacted by current Diversity work, or set the direction for future development in this field.

Note. The list below includes the lead area of responsibility in parentheses.

### ***Developing Safer Communities***

- *Focus on local crime and disorder priorities within a common policing model.*
  - The inclusion of Hate crime in Crime & Disorder Act Community Safety Strategies and involvement of partners in combating hate crime. (BOCUs)
  - Reduction of the incidence of Hate Crime through the work and support of Community safety units. (Local boroughs with support from the Diversity Directorate)
  - Reduction of the incidence of Domestic Violence through the work and support of Community safety units. (Local boroughs with support from the Diversity Directorate)
  - The Pan London hate crime Intelligence work of, and support for boroughs by, ICAS. (Diversity Directorate)
  - The work of child protection teams. (Child Protection OCU)
- *Disrupt organised crime and criminal activity on a London-wide basis, particularly gun crime and crime related to hard drugs.*
  - Continuation of the vital work of Trident. (SO)
- *Improve our partnerships with other voluntary, public and private organisations to help fight crime and improve the quality of life & Improve how we consult communities (particularly those that are vulnerable or hard to hear).*
  - The establishment of further strategic links by the Diversity Directorate, to include organisations representing socially excluded groups and vulnerable adults. (Diversity Directorate)
  - The repetition of this process at BOCU level, with respect to local organisations. (BOCUs)
  - The work of Borough Liaison Officers, Partnership Units and specific liaison officers for diversity groups at borough level. (BOCUs)
  - Delivery of joined-up approach with GLA group to community liaison. (BV)
  - Establishment of GLA Consultation Network. (BV)

Targeted crime prevention services. (BOCUs & Territorial Policing)  
The continuation of the role of independent advisors, with increased use at borough level. (Diversity Directorate & BOCUs)

- *Promote Diversity*

The reconstitution (with the GLA group) of the Equalities Commission, and use of this group in strategic planning and consultation. (BV)

Adoption of corporate Equalities Indicators with the GLA group. (BV)

The adaptation of the CRE's toolkit for auditing Race equality to extend to the other five main target group types. (BV)

Targeted diversity publicity campaigns against DV, Homophobia, Islamophobia, Elder abuse etc, and in support of youth diversion. (Department of Public Affairs)

The support for minority staff associations. (Human Resources and Diversity Directorate)

### ***Securing the Capital against Terrorism***

- *Ensure a consistency of approach to community reassurance.*

The implementation of this approach in our reassurance meetings with community groups, both at central and local level. (Diversity Directorate & BOCUs)

### ***Revitalising the Criminal Justice System***

- *Change our working practices to improve the services given to victims and witnesses.*

The continuation of the work, learning and development of the role of family liaison officers. (Diversity Directorate)

Interpreting and signing services (Department of Procurement & Commercial Services)

The work of youth offending teams. (BOCUs & Territorial Policing)

Havens & Forensic Medical Examiners' services. (Territorial Policing)

### ***Developing a Professional and Effective Workforce***

- *Recruit, train and retain an extended policing family of employees reflecting the diversity of London.*

**This needs to be one of the main thrusts of our Diversity Strategy over coming years. The ground to cover in creating a workforce that reflects the community is considerable.**

Proactive recruitment in relation to minority groups. (Human Resources)

The agreement, with the GLA group, to a programme of management and culture change. (BV)

The continuation of the integration of our learning from Diversity issues into core curriculum courses. (Diversity Training Strategy Unit)  
The development of follow-up Diversity Training. (Diversity Training Strategy Unit)

Provision for the diverse cultural, religious, family and disability needs of our workforce. The support for minority staff associations. (Diversity Directorate & Human Resources)

Everyone in the MPS will take responsibility for challenging inappropriate behaviour and discrimination. (Corporate)

Recognition of the skills and talents of all our staff, particularly through the work of the Community & Cultural Resource Unit. (Specialist Operations)

The addressing of issues around grievance handling, civil actions and Employment Tribunal actions. (Diversity Directorate & Human Resources)

The establishment of a complaints forum. (BV)

Compliance of all police policies and practices with the Race Relations amendment act. (Corporate with Diversity Directorate lead)

Embracing of the recommendations of the Disability Discrimination Act. (HR)

The continuation of the promotion of the need to treat colleagues with dignity and respect. (Corporate)

Becoming an 'Exemplary Employer'. (BV)

The addressing of disparities between different staff groups. (BV)

The adoption of common exit interview methodology with the GLA group. (BV)

The undertaking of a review of existing methods of conducting equalities impact assessment across the GLA family and development of appropriate support and training for staff to ensure outcomes are implemented. (BV)

- *Ensure our Leaders listen and are visible to London's communities plus all our staff.*  
Commissioner's engagement in the CRE leadership challenge.  
(Commissioner's Private Office & Diversity Directorate)
- *Introduce new approaches to work, with particular regard to shift patterns, part time working, home working and family friendly policies.*  
Human resources directorate projects. (Human Resources)

### ***Reforming the Delivery of Policing Services.***

- *Re-align the organisation to support fully BOCUs as the primary unit of policing (including the development of a 'bottom-up' planning regime).*  
The continuing roll-out and support for local borough Diversity strategy plans, with gathering of data by the DSMU in order to inform the future direction of the corporate Diversity Strategy. (Diversity Directorate & BOCUs)  
Development and Implementation of a corporate prevention framework using project approach at borough level. (Diversity Directorate & BOCUs)

- *Become more responsive to people's needs regarding the services they receive from us and how those services are provided.*

Roll out of Borough 'Fairness Health Check' indicators, with guidance, support and monitoring, particularly with reference to the Race Relations Amendment act. (Diversity Directorate & BOCUs)

Compliance of all police policies and practices with the Race Relations amendment act. (Corporate with Diversity Directorate lead)

Establishment of complaints monitoring mechanisms. (Department of Professional Standards)

Research, analysis, reporting and dissemination of information on services in a manner co-ordinated with the GLA group. (BV)

Stop & Search? Rec. 61. – Awaits Home Office decision. (Territorial Policing & Diversity Directorate)

The fair delivery of services. Ensure victims of hate crime report the same satisfaction levels with our service as other crime victims. (Corporate)

Assessment of managers' performance in relation to equalities. (Human Resources)

Review and identification of the appropriate target groups for policing services. (BV)

Development & implementation of an action plan for achieving level 5 of the Equalities Standard by 31 March 2005. (BV)

The development of a London Standard for equalities with the GLA group. (BV)

Establishment of procurement officers network across the GLA bodies. (BV)

Establish a conduit for the GLA's demographic data on equalities groups to reach the parts of the MPS that need it. (Consequence of rec. 33, BV)

### ***Work elsewhere***

Although the Diversity Strategy is threaded through the work of the MPS, some work that has a direct impact on specific diversity groups sits in mainstream work elsewhere. For example, much rape investigation is done through main CID offices. Similarly the work of most members of MPS staff who have public contact has a direct impact on minorities that is not captured in the Diversity Strategy.

### ***Main Themes over the next 3 years***

Much work still needs to be done but as the Diversity Strategy progresses, the two key strategic areas which all of the strategy now supports directly or indirectly are:

- Fairness in Service Delivery including disproportionality in the application of police powers. (Diversity Directorate)
- Recruitment (Human Resources) & Retention (Diversity Directorate)

### ***Appendices***

1. MPS Race Equality Scheme (Available on request)
2. MPS Diversity Strategy Action Plan, current version. (Available on request)

**Glossary**

BOCU	Borough Operational Command unit.
BV	'Equalities for All' Best Value review, for which lead responsibilities are being drawn up at present.
CRE	Commission for Racial Equality
DSMU	Diversity Strategy Monitoring unit
ICAS	Intelligence Cell Analysis Section
OCU	Operational Command Unit

## Part 1 - Human Resources and Internal Expenditure

### Staff costs

Staff numbers (FTE)	Post	2003/04 Budget	2002/03 Budget	2001/02 Actual Note
23.9	Diversity Directorate - Strategic relationships + policy & project management	1,285,784	1,242,488	1,050,409
12.1	Diversity Directorate - Management and support	477,803	461,686	390,187
20.0	DOIT	930,983	899,587	294,850
10.0	Employment Tribunal & Grievance Unit	302,384	292,159	250,705
1.7	DPA staff - Diversity press officers and internal Diversity communication	61,797	59,708	57,689
13.3	Positive Action Team	772,717	536,610	276,814
1.3	Staff working to support the Black Police Association	38,466	37,166	32,583
1.0	Staff working to support the Sikh Association	30,599	29,565	28,565
1.0	Disability advisor within SO	46,485	44,913	39,446
7.5	Diversity Training Strategy Unit	244,209	235,970	55,990
35.0	Staff delivering and developing CRR training	1,146,425	1,107,954	1,070,784
2.5	Staff working on Equalities-related building work	118,131	114,136	108,486
0.3	Dol staff working on the Disability Discrimination Act	17,544	16,951	0
<b>129.7</b>	<b>Total</b>	<b>5,473,328</b>	<b>5,078,891</b>	<b>3,656,508</b>

Staff costs include pay, allowances, overtime and e'ers NI and pension contributions.

1 - DOIT was established as a new Unit in 2002/03. The actual costs refer to the Diversity Strand only.

### Training

Description of training	No of staff trained	2003/04 Budget	2002/03 Budget	2001/02 Actual
Diversity Training		800,000	1,128,000	1,024,000
<i>Delivery of phase 1 of the Community Race Relations training programme</i>	(see left)			
<i>All police officers and front line civil staff to be trained by 31 December 2002.</i>				
<i>31,000 trained to date, estimate of 34-35,000 by 31 December 2002.</i>				
<i>All staff to be trained by 31 December 2003.</i>				
<i>Staff costs included in staffing table above</i>				
<b>Total</b>		<b>800,000</b>	<b>1,128,000</b>	<b>1,024,000</b>

## Recruitment

<u>Area</u>	<u>2003/04 Budget</u>	<u>2002/03 Budget</u>	<u>2001/02 Actual</u>
Positive Action	1,307,000	807,000	838,390
<i>Costs associated with developing a representative workforce at all levels within the MPS. Staff costs included in staffing table above.</i>			

## Expenditure on self-organised staff groups

<u>Group</u>	<u>2003/04 Budget</u>	<u>2002/03 Budget</u>	<u>2001/02 Actual</u>
Black Police Association - on costs and facilitating costs (staff costs included in staffing table above)	167,621	167,621	57,657
Sikh Association - on costs and facilitating costs (staff costs included in staffing table above)	18,125	18,125	7,402
Provisional budget for funding new staff associations	10,000	10,000	0
<b>Total</b>	<b>195,746</b>	<b>195,746</b>	<b>65,059</b>

## Other internal equalities based expenditure

<u>Group</u>	<u>2003/04 Budget</u>	<u>2002/03 Budget</u>	<u>2001/02 Actual</u>
Internal Positive Action and Corporate Leadership Programme ( <i>staff costs included in staffing table above</i> )	1,326,220	1,326,220	916,220
Independent Advisory Group (facilitating costs, no staff)	113,000	113,000	146,358
Lesbian, gay, bisexual and transgender group (facilitating costs, no staff)	70,000	70,000	41,993
On costs associated with all abovementioned staffing costs	527,660	527,660	375,878
<b>Total</b>	<b>2,036,880</b>	<b>2,036,880</b>	<b>1,480,449</b>

## PART 1 SUMMARY

<u>Staff numbers</u>	<u>Type of expenditure</u>	<u>2003/04 Budget</u>	<u>2002/03 Budget</u>	<u>2001/02 Actual</u>
129.7	Staff who work full time on equalities	5,473,328	5,078,891	3,656,508
	Training	800,000	1,128,000	1,024,000
	Recruitment	1,307,000	807,000	838,390
	Self organised groups	195,746	195,746	65,059
	Other	2,036,880	2,036,880	1,480,449
<b>129.7</b>	<b>Total</b>	<b>9,812,955</b>	<b>9,246,518</b>	<b>7,064,406</b>

## Notes

The above figures do not include the costs of local HR time spent on equalities-related issues, for example implementing the local borough Diversity Action Plans, monitoring of staff, reviewing recruitment adverts, actively promoting flexible working hours etc.

**All figures relating to the 2003/04 budget are provisional**

## **Notes to accompany Human Resources data**

- Data relating to grievances and disciplinary actions is provided in the format supplied to the MPA.
- A database to record more detailed statistics is currently being compiled.
- Analysis of the top 5% of earners is not currently available.
- Detail around civil staff joiners and leavers for 1/402 – 30/9/02 was not available at time of printing but can be made available on request.

## PART 2 HUMAN RESOURCES DATA (Note 8) - POLICE

### STAFFING ANALYSIS AT 31 MARCH 2002

Figures are Full Time Equivalents (FTE)	MEN	MEN	WOMEN	WOMEN	DISABLED PEOPLE
	Top 5% of earners	Total Organisation	Top 5% of earners	Total Organisation	Total
White		21,419.6		4,060.2	0
Mixed		126		34.7	0
Asian or Asian British		358.8		55.3	0
Black or Black British		364.8		111.3	0
Chinese or other		197.7		39.9	0
<b>Total</b>		<b>22,466.9</b>		<b>4,301.4</b>	<b>0</b>

### JOINERS IN 2001-02

Figures are headcount	MEN	WOMEN	DISABLED PEOPLE
White	1,976	493	0
Mixed	49	12	0
Asian or Asian British	97	10	0
Black or Black British	47	20	0
Chinese or other	38	7	0
<b>Total</b>	<b>2,207</b>	<b>542</b>	<b>0</b>

### LEAVERS IN 2001-02

Figures are Full Time Equivalents (FTE)	MEN	WOMEN	DISABLED PEOPLE
White	1,384.53	209.87	0
Mixed	11	0	0
Asian or Asian British	14	2	0
Black or Black British	14	9	0
Chinese or other	10	1	0
<b>Total</b>	<b>1,433.53</b>	<b>221.87</b>	<b>0</b>

## ETHNIC AND GENDER ANALYSES OF GRIEVANCES TAKEN OUT DURING 2001- 02

<b>Ethnicity</b>	<b>TOTALS</b>
White	106
Black	7
Asian	6
Other	5
Unknown	3
<b>Total</b>	<b>127</b>

<b>Gender</b>	<b>TOTALS</b>
Male	90
Female	37
<b>Total</b>	<b>127</b>

<b>Rank/Grade</b>	<b>TOTALS</b>
Police	105
Civil	22
<b>Total</b>	<b>127</b>

Of the 127 new grievance cases lodged, 0 related to Disability Issues

### PERMANENT PROMOTIONS MADE IN 2001- 02 (Note 9)

Figures are Full Time Equivalents (FTE)	MEN	WOMEN	DISABLED PEOPLE
White	741.59	94.11	0
Mixed	4	0	0
Asian or Asian British	12	1	0
Black or Black British	13	1	0
Chinese or other	2	0	0
<b>Total</b>	<b>772.59</b>	<b>96.11</b>	<b>0</b>

### TEMPORARY PROMOTIONS MADE IN 2001- 02

Figures are Full Time Equivalents (FTE)	MEN	WOMEN	DISABLED PEOPLE
White	37.88	1	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	1	0	0
Chinese or other	0	0	0
<b>Total</b>	<b>38.88</b>	<b>1</b>	<b>0</b>

**EMPLOYMENT TRIBUNAL CASES TAKEN OUT 2001-02**

<b>Ethnicity</b>	<b>TOTALS</b>
White	65
Black	16
Asian	10
Other	13
Unknown	0
<b>Total</b>	<b>104</b>

<b>Gender</b>	<b>TOTALS</b>
Male	47
Female	57
<b>Total</b>	<b>104</b>

<b>Rank/Grade</b>	<b>TOTALS</b>
Police	58
Civil	42
Member of the Public	4
<b>Total</b>	<b>104</b>

**Of the 104 new employment tribunal cases 7 were Disability Discrimination Claims**

**OUTCOMES OF EMPLOYMENT TRIBUNALS (Note 10)**

<b>YEAR</b>	<b>NEW</b>	<b>WITHDRAWN</b>	<b>WON</b>	<b>LOST</b>	<b>SETTLED</b>
2001/02	104	48	8	1	26

### STAFFING ANALYSIS AT 30 SEPTEMBER 2002

	MEN	MEN	WOMEN	WOMEN	DISABLED PEOPLE
	Top 5% of earners	Total Organisation	Top 5% of earners	Total Organisation	Total
White		21,789.83		4,204.92	0
Mixed		156		43.72	0
Asian or Asian British		355.6		53.7	0
Black or Black British		396.15		128.01	0
Chinese or other		221.31		44.43	0
<b>Total</b>		<b>22,918.89</b>		<b>4,474.78</b>	<b>0</b>

### JOINERS 1 APRIL 2002 - 30 SEPTEMBER 2002

	MEN	WOMEN	DISABLED PEOPLE
White	1,125	284	0
Mixed	29	10	0
Asian or Asian British	36	7	0
Black or Black British	27	12	0
Chinese or other	24	6	0
<b>Total</b>	<b>1,241</b>	<b>319</b>	<b>0</b>

### LEAVERS 1 APRIL 2002 - 30 SEPTEMBER 2002

	MEN	WOMEN	DISABLED PEOPLE
White	746.2	116.13	0
Mixed	4	1	0
Asian or Asian British	18	2	0
Black or Black British	12	4	0
Chinese or other	7	1	0
<b>Total</b>	<b>787.2</b>	<b>124.13</b>	<b>0</b>

### ETHNIC AND GENDER ANALYSES OF GRIEVANCES TAKEN OUT 1 APRIL 2002 - 30 SEPTEMBER 2002

Ethnicity	TOTAL
White	28
Black	3
Asian	3
Other	2
Unknown	5
<b>Total</b>	<b>41</b>

<b>Gender</b>	<b>TOTAL</b>
Male	25
Female	16
<b>Total</b>	<b>41</b>

<b>Rank/Grade</b>	<b>TOTAL</b>
Police	30
Civil	11
<b>Total</b>	<b>41</b>

**Of the 41 new grievance cases lodged, 1 case was in relation to disability issues**

**PERMANENT PROMOTIONS 1 APRIL 2002 - 30 SEPTEMBER 2002 (Note 9)**

	<b>MEN</b>	<b>WOMEN</b>	<b>DISABLED PEOPLE</b>
White	219.8	16.6	0
Mixed	2	0	0
Asian or Asian British	3	0	0
Black or Black British	1	1	0
Chinese or other	0	0	0
<b>Total</b>	<b>225.8</b>	<b>17.6</b>	<b>0</b>

**TEMPORARY PROMOTIONS 1 APRIL 2002 - 30 SEPTEMBER 2002**

	<b>MEN</b>	<b>WOMEN</b>	<b>DISABLED PEOPLE</b>
White	43.9	9.9	0
Mixed	0	0	0
Asian or Asian British	0	1	0
Black or Black British	0	0	0
Chinese or other	0	0	0
<b>Total</b>	<b>43.9</b>	<b>10.9</b>	<b>0</b>

## EMPLOYMENT TRIBUNAL CASES TAKEN OUT 1 APRIL 2002 - 30 SEPTEMBER 2002

<b>Ethnicity</b>	<b>TOTAL</b>
White	29
Black	7
Asian	8
Other	0
Unknown	6
<b>Total</b>	<b>50</b>

<b>Gender</b>	<b>TOTAL</b>
Male	22
Female	28
<b>Total</b>	<b>50</b>

<b>Rank/Grade</b>	<b>TOTAL</b>
Police	24
Civil	20
Member of the Public	6
<b>Total</b>	<b>50</b>

Of the 50 new employment tribunal cases 4 were relating to Disability Discrimination claims

### OUTCOMES OF EMPLOYMENT TRIBUNALS (Note 10)

<b>YEAR</b>	<b>NEW</b>	<b>WITHDRAWN</b>	<b>WON</b>	<b>LOST</b>	<b>SETTLED</b>
2002 (to 31 August 2002)	50	20	1	1	2

### HUMAN RESOURCE TARGETS (Note 11)

	<b>31/3/04 Target</b>	<b>31/3/03 Target</b>	<b>31/3/02 Actual</b>
% of black and ethnic minority staff	<b>10.8%</b>	<b>7.9%</b>	<b>4.81%</b>
% of women staff	<b>18%</b>	<b>17%</b>	<b>16.07%</b>
% of black and ethnic minority staff in top 5% of earners	-	?	<b>Not known</b>
% of women in top 5% of earners	-	?	<b>Not known</b>
% of women joiners	<b>24%</b>	<b>22%</b>	<b>19.72%</b>
% of black and ethnic minority joiners	<b>30%</b>	<b>30%</b>	<b>10.3%</b>
% of staff who are disabled	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other (Please Specify)</b>			

**PART 2 HUMAN RESOURCES DATA (Note 8) –  
CIVIL STAFF & TRAFFIC WARDENS**

**STAFFING ANALYSIS AT 31 MARCH 2002**

Figures are Full Time Equivalents (FTE)	MEN	MEN	WOMEN	WOMEN	DISABLED PEOPLE
	Top 5% of earners	Total Organisation	Top 5% of earners	Total Organisation	Total
White		3,943.6		5,193.3	66.36
Mixed		25		61.2	1
Asian or Asian British		228.8		385	4.5
Black or Black British		285.6		819.3	2
Chinese or other		90.7		153.3	3
<b>Total</b>		<b>4,573.7</b>		<b>6,612.1</b>	<b>76.86</b>

**JOINERS IN 2001- 02**

Figures are Full Time Equivalents (FTE)	MEN	WOMEN	DISABLED PEOPLE
White	427.98	664.29	1
Mixed	10	29.58	0
Asian or Asian British	48.8	58.78	0
Black or Black British	48.41	130.81	0
Chinese or other	16	19.19	0
<b>Total</b>	<b>551.19</b>	<b>902.65</b>	<b>1</b>

**LEAVERS IN 2001- 02**

Figures are Full Time Equivalents (FTE)	MEN	WOMEN	DISABLED PEOPLE
White	400.5	547.36	8
Mixed	9	7.04	1
Asian or Asian British	21.61	25.4	0
Black or Black British	17.53	68.14	0
Chinese or other	9.33	11	0
<b>Total</b>	<b>457.97</b>	<b>658.94</b>	<b>9</b>

### PERMANENT PROMOTIONS MADE IN 2001- 02 (Note 9)

Figures are Full Time Equivalents (FTE)	MEN	WOMEN	DISABLED PEOPLE
White	204.77	307.34	0
Mixed	1	2.63	0
Asian or Asian British	18	31.5	0
Black or Black British	17	28.75	0
Chinese or other	1	0	0
<b>Total</b>	<b>241.77</b>	<b>370.22</b>	<b>0</b>

### TEMPORARY PROMOTIONS MADE IN 2001- 02

Figures are Full Time Equivalents (FTE)	MEN	WOMEN	DISABLED PEOPLE
White	106.6	100.62	1
Mixed	2	2	0
Asian or Asian British	5	12	0
Black or Black British	3	14	1
Chinese or other	1	1	0
<b>Total</b>	<b>117.6</b>	<b>129.62</b>	<b>2</b>

### STAFFING ANALYSIS AT 30 SEPTEMBER 2002

	MEN	MEN	WOMEN	WOMEN	DISABLED PEOPLE
	Top 5% of earners	Total Organisation	Top 5% of earners	Total Organisation	Total
White		4,032.63		5,158.34	67.36
Mixed		26		64.61	1
Asian or Asian British		228.75		390.57	4.5
Black or Black British		292.31		829.6	2
Chinese or other		94.38		151.97	3
<b>Total</b>		<b>4,674.07</b>		<b>6,595.09</b>	<b>77.86</b>

### JOINERS 1 APRIL 2002 - 30 SEPTEMBER 2002

	MEN	WOMEN	DISABLED PEOPLE
White			
Mixed			
Asian or Asian British			
Black or Black British			
Chinese or other			
<b>Total</b>			

### LEAVERS 1 APRIL 2002 - 30 SEPTEMBER 2002

	MEN	WOMEN	DISABLED PEOPLE
White			
Mixed			
Asian or Asian British			
Black or Black British			
Chinese or other			
<b>Total</b>			

### PERMANENT PROMOTIONS 1 APRIL 2002 - 30 SEPTEMBER 2002 (Note 9)

	MEN	WOMEN	DISABLED PEOPLE
White	70	133.22	1
Mixed	2	2	0
Asian or Asian British	5	11.25	0
Black or Black British	5.56	10	0
Chinese or other	1	7	0
<b>Total</b>	<b>83.56</b>	<b>163.47</b>	<b>1</b>

### TEMPORARY PROMOTIONS 1 APRIL 2002 - 30 SEPTEMBER 2002

	MEN	WOMEN	DISABLED PEOPLE
White	58.83	44.53	0
Mixed	0	0	0
Asian or Asian British	1	6.32	0
Black or Black British	1	3.89	0
Chinese or other	0	1	0
<b>Total</b>	<b>60.83</b>	<b>55.74</b>	<b>0</b>

### HUMAN RESOURCE TARGETS (Note 11)

	31/3/04 Target	31/3/03 Target	31/3/02 Actual
% of black and ethnic minority staff			18.3%
% of women staff			59.1%
% of black and ethnic minority staff in top 5% of earners			
% of women in top 5% of earners			
% of women joiners			63%
% of black and ethnic minority joiners			23.7%
% of staff who are disabled			

<b>Other (Please Specify)</b>			



**Part 4 - Services to the public**

Staff numbers (FTE)	Service	2003/04 estimated budgets		2002/03 budgets		Note
		Staff	Overheads	Staff	Overheads	
534	Community Safety Units	25,043,928	6,037,671	24,197,032	6,037,671	
11	Liaison officers	689,310	166,500	666,000	166,500	
60	Safer Schools Partnership	2,905,191	628,560	2,807,523	628,560	1
315	Operation Trident	18,791,505	2,114,720	15,750,335	1,413,831	2
548	Child Protection	29,954,512	2,433,538	26,033,371	2,356,538	3
0	Interpreters' Fees		7,773,000		7,773,000	
77	Diversity Directorate - Reinvestigations Team	4,093,811	821,562	3,955,957	821,562	
52	Diversity Directorate - Proactivity and Intelligence Team	2,640,496	552,664	2,551,563	552,664	
21	Diversity Directorate - Service Delivery Team	1,197,135	223,071	1,156,836	223,071	
0.2	Diversity Police Press Officer	18,176		17,561		
	Publicity campaigns targeted at increasing the reporting of Hate Crime		250,000		250,000	
1	Arrest Referral Scheme	60,426	890,852	58,392	890,852	4
<b>1,618</b>	<b>Total</b>	<b>85,394,491</b>	<b>21,892,138</b>	<b>77,194,571</b>	<b>21,114,249</b>	

**Notes**

1 These are officers in schools in a patrolling role as part of the Safer Schools Partnership with the Department for Education and Skills. This is not the full extent of work focused on youth, see 'Work elsewhere' section of the accompanying commentary.

2 Additional 25 officers will work on Trident in 2003/04

3 Responsibility for stranger abuse transferring from TP to SO in 2003/04. Transfer of 148 staff (132 police, 16 civil).

4 The Arrest Referral Scheme is match funded by the Home Office. The HO provide an additional £890,852. The above table includes the MPS

budget only. The MPS is awaiting a decision from the HO regarding the level of funding for 2003/04.

Performance indicators for the above areas are contained within the 2002/03 Policing Performance Plan and referred to in the commentary accompanying this return.

**All figures relating to the 2003/04 budget are provisional**