

Not Protectively Marked

MPA Budget Submission to the GLA November 2004

Section E2



Metropolitan Police Service Budget and Equalities Submission 2005-6

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MPS equalities priorities for the years 2005-8.

Diversity issues are so central to the policing of our diverse communities that most areas of work have some impact on equalities. For this reason the main priorities and goals for the coming period are summarised here, as equalities issues are threaded throughout.

Current Control Strategies

1. To minimise the risk to life and property from terrorist activity in London.
2. To maintain an effective response to suspected and actual terrorist incidents.
3. To reduce the level of gun-enabled crime.
4. To disrupt organised criminal activity of persons identified as class A drugs suppliers.
5. To dismantle organised criminal networks and seize their assets.
6. To safeguard children and young persons from physical and sexual abuse.
7. To improve neighbourhood safety.
8. To reduce the level of robbery compared to 2003/4
9. To improve our contribution to the effectiveness of the Criminal Justice System.
- 9a. To achieve a 20% detection rate for total notifiable offences.
10. To recognise and respond appropriately to the differential impact of crime taking into account their race, gender, sexual orientation, faith, age & disability.

All of these control strategies for 2004-5 have some impact on Diversity issues. The creation of the new Diversity strategy for the MPS has been delayed by the Morris & CRE inquiries, both of which will affect the strategy. Whilst the strategy has not been written, it is intended that it will emphasise the value of increased trust & confidence in policing as a means of driving up performance. It will concentrate in part on the importance of each police/public encounter, and the value of encounters in increasing trust and gaining intelligence. It is intended that ownership of the action plans that underpin the strategy will shift from the Diversity Directorate to OCUs, in order that a performance framework can be built that ensures delivery at street level, and internal cultural change for all. We will continue to strive for a workforce that reflects the diversity of the London, whilst ensuring that the way we treat one another is fair and appropriate.

Organisational development & strategic delivery

Diversity Directorate Restructuring

The Diversity Directorate was founded in 1999 following the Stephen Lawrence Inquiry, and rapidly got to work on implementing the recommendations. There have been huge improvements in investigation of racist crimes, family liaison, intelligence gathering on hate criminals, re-investigations, critical incident management, Community Safety units, prevention, training, Third Party reporting, Independent advice & community reassurance. The proportion of officers from ethnic minorities in the MPS has doubled since 1999, and DOIT has developed and implemented systems to assist the retention and progression of visible ethnic minority personnel.

The London Nail Bombings by David Copeland tested the improvements to the MPS, and widened our thinking beyond Race, to include other areas of Diversity. A comprehensive Diversity strategy Action plan was drawn up in 2001 to encompass this widening of the agenda. The events of 9/11 tested that work; Family Liaison was provided to UK families of victims, training in Community and Race Relations paid dividends in reassuring communities, and specialist diversity skills were used in the investigation & subsequent security operations in the UK. In 2002 the MPS adopted the recommendation of the 'Equalities for all' review that we should include Race, age, Faith, Disability, Sexual Orientation and Gender as our six high level categories for service & employment purposes.

Whilst there have been major successes and improvements in the MPS, consultation, analysis and the views & recommendations of partner agencies have shown us that there are significant gaps between the high level policies and centralised specialist knowledge of the MPS and its actual service delivery at borough level.

It is also the case that a significant part of the work of the Diversity Directorate is now embedded into day-to-day policing functions of other commands.

For these reasons, the Directorate will be moving the Investigative, Proactive, Intelligence & Community safety Unit support elements to those other commands.

The Directorate will then be re-organised to intercede directly with boroughs, following detailed performance analysis, borough by borough, of systems across the six diversity axes (using the Diversity Corporate Performance Pack). Each cluster of boroughs will be assigned a team to assist in arriving at bespoke solutions to the varying gaps in diversity performance across the service, and to assist in meeting the local requirements of the Race Relations Amendment Act and other legislation such as the DDA and employment directives.

Tangible measurements of results will be possible through the CPP, and we recognise the final arbiter will be public satisfaction with policing, & reassurance.

Two other key areas of work for the reorganised directorate will be the establishment of a leadership academy, and work on understanding the critical nature of many one-to-one encounters with Londoners.

Breaking Through

The Home Office Recommendations as set out in "Dismantling Barriers" and its follow on document "Breaking Through" continue to be progressed and monitored jointly by HR and the Diversity Directorate. The MPS's emerging recruitment strategy continues to address and progress pertinent issues relating to ethnic minorities and underrepresented groups. (See appendix 4),

Recommendations set out in "Breaking Through" have as their primary focus the retention and progression of ethnic minority staff an approach that directly mirrors the terms of reference and subsequently the work programme of the Development and Organisation Improvement Team (DOIT).

Level 5 of the Local Government Standard

The MPS is committed to delivering fair and equitable services to the people of London and to its employees and officers, receiving equanimity. As part of the 'Equalities for All' Best Value cross-cutting Review of Equalities across the GLA family, the MPS was signed up by Commander Cressida Dick to the Service Improvement plan, which includes a target of achieving Level 5 of the Equality Standard for local government by 2005 (or 'five by five' as it has come to be known).

The MPS is committed to delivering fair and equitable services to the people of London, and to delivering equality for employees. As part of the 'Equalities for All' Best Value cross-cutting Review of Equalities across the GLA family, the MPS was signed up by Commander Cressida Dick to the Service Improvement Plan, which includes a target of achieving Level 5 of the Equality Standard for local government by 2005 (or 'five by five' as it has come to be known).

When initial analysis of the MPS position against the standard was done, it was observed that the Equality Standard framework was primarily designed for local government structures, functions and local government sized organisations. It addressed the operating constraints of local government, and set realistic requirements within those constraints. As far as policing is concerned, meeting many *specific* requirements in the framework is felt to be unrealistic. The audit and self-assessment package of the Equality Standard sets specific measures and requirements that are not achievable given the size, scope of work, legislative constraints and structures of the MPS. It is however, possible to adapt the standard to the policing environment and interpret it in *generic* terms, and we would welcome an opportunity to obtain advice, good practice and assistance from our GLA functional partners. We are also very interested in the adaptation of the standard for the areas of age, faith & sexual orientation: The Police service is the preferred occupation for gay men & lesbians (UK Gay census 2002), with as high as 18% representation amongst police officers.

Below is the current situation in the MPS with regard to the Equalities Standard for local government:

Level One.

The MPS has been committed publicly to a comprehensive position and policy on equality for many years, however it took the recommendations of the Stephen Lawrence Inquiry Report to create the necessary environment in which the systematic embedding of equalities issues was widely accepted as a corporate necessity.

In 1999, a huge undertaking was made to improve equalities practice across the service, and a Diversity Directorate set up to deal with equalities issues in relation to service delivery. A positive action team was set up to deal with issues of recruitment, retention and progression. Systematic consultation on equalities was committed to through the Diversity Forum and Board structure, Independent Advisory Groups, Public Attitude Surveys and the establishment of Gold Groups to deal with critical incidents, investigations and operations. The MPS and Home Office committed to reporting publicly on a range of equalities issues, and the establishment of the MPA committed the MPS to audit & scrutiny.

Level Two

The extraordinary breadth of services that the MPS provides complicates impact and needs assessments. However, the service systematically assesses the equalities impact of all new policies through the Policy Clearing House system, and has worked through 2800+ existing policies & reduced the number to 170. It consults with a wide variety of stakeholder groups, including minority staff associations and external partners and critics in the diversity field.

In 1999, Policies and data monitoring systems in HR began a process of continuing enhancement and each operational command unit was given performance targets in respect of hate crime. Although a race-focused diversity strategy was established in 1999, a further strategy was developed in 2001 to include issues of diversity beyond race alone. At the same time, a comprehensive Diversity Action plan was created after consultation with internal and external stakeholders. Progress monitoring by the Home Office was established. Nevertheless, Disability issues were felt to lag some way behind Gender and Race.

Level Three

Level three is complicated by the fact that objectives and targets for employment and service delivery are not set in the same way as local government, but are set in consultation with the MPA and/or Home Office. Pay scales are set by central government and outside MPS control. The MPS has reported Gender and Race performance to the Home Office for some years, but again, disability is new to this agenda. Police legislation currently obstructs the recruitment of disabled people as constables, but police officers will come under the scope of the DDA in October 2004.

Broad Equalities objectives were set in 2001/03 in 'Protect & Respect II', and translated into a Diversity Action plan with specific milestones to be met. Systems were developed to measure corporate progress, including a comprehensive monthly Workforce Planning Report, which covers Race & Gender. Similarly, service delivery targets are set each year for Hate Crime, Domestic Violence and other crime related to equalities groups. By far the majority of this was completed and those parts we analyse through the Diversity Directorate, as incomplete, will be included in the revised Diversity Strategy Plan, post the Morris Enquiry reporting.

Level Four

In short it can be evidenced that 80% of Level 4 has been met. The MPS Workforce Planning Report provides a comprehensive dataset in monthly measuring and reporting on gender and race targets in employment. It is sourced from a wider corporate system measuring HR data in departments and workplaces. No disability data are reported, as policies and systems to collect these are in development on MetHR. Further development is needed in respect of staff exit interviews, and an MPS trial is complete. Depersonalised equality data are collected at each point of the promotion and selection processes by corporate equalities forms. Equalities progress is reported at HR and Commissioner's management board level. Progress is reported monthly to the MPA, and 6-monthly to the GLA through the Equalities Budget Process. The scrutiny process monitors the data to ensure that objectives are being met and that any problems are identified and addressed.

Targets and performance in respect of service delivery to equalities groups are measured across a range of systems and reported to the MPA, GLA, CRE and/or

Home Office. Race and gender data are reported routinely to the Home Office under statutory requirements, as well as general HO monitoring. Further analysis will be carried out by the diversity directorate 'Diversity Corporate performance Pack' in order to identify issues and challenge them whilst giving support in finding solutions for police Borough operational command units (BOCUs). The pack has been designed and is under field trial, at Waltham Forest BOCU.

Level Five

Approximately 70% of Level 5 criteria have been met. The impact of policies on race, gender & disability (as well as faith, age, sexual orientation, part-time staff and police staff) is considered routinely through the Policy Clearing House process. Each of 16 strategic committees assesses the impact of their policies, seeking assistance from the Diversity Directorate (through six equalities desks) in assessing impact.

It was intended to revise the Diversity Action Plan in the autumn of 2004 in line with the interim recommendations of current scrutiny into the MPS, however with Morris and the CRE not due to report until the New Year, publication will be delayed until early 2005.

Auditing for Level 5

The areas for audit are:

Area 1: policy & planning

Area 2: service delivery and customer care

Area 3: community development

Area 4a: employment (recruitment & selection)

Area 4b: employment (developing and retaining staff)

Area 5: marketing and corporate image.

The remainder of this section contains a more detailed breakdown of those areas measured at this level.

Area 1: Policy & Planning:

A number of the criteria in level five have been met. The impact of policies on race, gender and disability (as well as sexual orientation, religious belief, age, part-time staff and police staff) is considered routinely through the Policy Clearing House process. Each of 16 strategic committees assesses the impact of their policies, seeking assistance from Diversity Directorate (through six equalities desks) in assessing impact. This activity is ongoing and organic.

It was the intention to revise the Diversity Strategy Plan in the autumn of 2004, in line with the interim recommendations of current scrutiny into the MPS. What has changed in the interim is the anticipated delivery of findings from both the Morris Enquiry and the CRE. These are expected in the early New Year. It is inevitable that

to ensure the MPS picks up on and integrates their most pertinent findings, that publication be delayed, which also ensures there is no wasted effort.

Specific strands equality objectives are not built into job descriptions and performance indicators of all managerial staff. However, the MPS exceeds this, incorporating them within the standard Performance Development Review (PDR) of all officers and staff, as a matter of course. Each rank or management role then has generic diversity and race relations aspects applied that befit that role in the organisation.

Centrex, responsible for delivering primary police training, run the National Police Leadership Centre. Since its inception in 2003, MPS officers of all ranks are trained in this programme. The suite of leadership programmes supports the police vertical career path and has its primary focus, black police officers and police staff.

The Police Service adopted the National Competency Framework four years ago. Centring upon a generic Behavioural Framework, the current version (8.0) under the banner "Working with others" has the competency "*Respect for Race and Diversity*". This is a generic requirement applied equally now, to all roles. In this way, it is demonstrated that all three strands (indeed all 6 GLA strands) are woven into both the selection promotion and retention of all staff, not just management levels.

Furthermore, Level 5 is attained in appraisal processes, via the MPS Performance and Development Reviews (PDRs) the main purpose of which is to improve police service performance through staff. The behavioural competencies of the National Competency Framework (NCF) are central to the reviews, which are not one-off events forming instead a transparent, continuous process.

Regional networks with other authorities have been developed and in turn are supported. The MPS is a standing member of the GLA Equalities Network, where good practice is shared. Membership consists of the GLA, MPS, TFL, LFEPA, MPA and the LDA.

Nationally the MPS being the largest police service in the UK plays a key part both in terms of actual numbers involved and leads upon, ACPO Forums and sub-committees. For example, members of the Diversity Directorate DCC4(4) sit on the Religious and Sectarian Issues Sub Committee. Lastly, being physically and until recently directly linked to the Home Office, NSY interfaces with Queen Anne's Gate. Consequently, this history permits policy deliberations affecting and informing Ministers' decision making to be made, which relate indirectly, to the Equality Standard Service Improvement Plan.

Area 2: service delivery and customer care

Specific strands equality objectives are not built into job descriptions and performance indicators of all managerial staff; however, they are fully incorporated within the standard Performance Development Review (PDR) of all officers and staff as a matter of course. Each rank or management role then has generic diversity and race relations aspects applied that befit that role in the organisation.

Regional networks: See Area 1

Procurement

We have a duty to promote race equality through our procurement function via individual contracts. An objective for procurement has to be best value and quality of service provision. In addition, account has to be taken of other legislation and policies, together with the economic and social implications of procurement policies. Our procurement policy, as with all our policies, has had to go through the impact assessment, monitoring, consultation and publishing processes via Policy Clearing House.

The Metropolitan Police Procurement Strategy states that Procurement Services will aim to ensure its contract strategies, regulations, policy statements and processes shall:

- Promote open and fair competition;
- Ensure service delivery is accessible and responsive to the diversity of people living and working in or visiting London;
- Encourage the provision of work, service and goods by businesses that promote equality; and
- Enable London to become the safest world city, through taking account of the social, economic and environmental impacts of tenders.

To achieve these objectives and fulfil its statutory duties with respect to the RR(A)A, Procurement Services will aim to ensure MPS suppliers:

- Promote equal opportunities in the workplace and take action where this is not taking place;
- Strive towards achieving a workforce that reflects the diverse population of London; and
- Are prepared to maintain and supply employee-related data requested in terms of, for example, race and gender.

Detailed race diversity and fairness related questions are included in our commercial questionnaire so our RR(A)A responsibilities are made clear to all our potential and actual contractors. Though external providers are not responsible for meeting the general duty, the MPS can influence through the setting of measurable contract conditions. In this way the MPS can drive forward equality considerations within other organisations, by ensuring they are aware of the requirements and the benefits it will bring them and their employees.

The MPS pursues initiatives to support small black and minority ethnic business enterprises by working through the London Development Agency, assisting these businesses to win MPS contracts. We also collaborate with the Greater London Authority Group, to promote equality through procurement.

In relation to sanctions applied, where contracted staff or other suppliers fail to comply or breach requirements, then the default position would be to terminate the contract forthwith. In the most serious cases, this would be the case. Many contractors are involved in the day-to-day running of the MPS and work on budgets

of tens of millions. Therefore, a blanket 'one size fits all' approach or sanction could not work. Procurement Services heads of department are adamant that any non compliance would be flagged up at the very least to the directors of the company concerned, who would be tasked to take any and all remedial action and sanctions. This would be reported back. To date no such cases have occurred or are recorded, by the MPS.

Area 3: Community development

A comprehensive spending review of equalities and diversity related expenditure is conducted for presentation annually as the 'Equalities and Budget Submission Process', which forms the bulk of this report.

Partnership

The nature of policing and responding to crime and disorder involve police in partnerships with other public bodies and agencies, in addition to private and business partners. Public authorities are under a statutory duty to promote the general duty as members of partnerships, even though the external partners may not necessarily be under the duty in their own right.

The MPS therefore seeks to encourage its partners to adopt the same commitment to the general duty. All senior managers and Borough OCU commanders have been sent the CRE's guidance 'Public Authorities and Partnerships' of the need to promote race equality via partnerships. By seeking to ensure that our partners mirror our work within the Race Equality Scheme, we are complementing our efforts as described within the procurement function.

Areas 4a & 4b: Recruitment, selection, development and retention

See main HR data sections of this report.

Area 5: Marketing and corporate image.

The Directorate of Public Affairs (DPA) for the Met has responsibility for all media and communications performance criteria. They have two full-time police staff members who promote the image and capitalise on opportunities to increase the public perception of us as a service provider and employer of choice, to ethnic and other minorities. The Chief Superintendent is head of Publicity and Internal Communications and is the steer member who directs the DPA Diversity Action Plan. This is a rolling programme managed through the DMG covering all six strands, in a rolling programme. He dip-samples all publicity be it internal or external, which is assessed for compliance with objectives within the Diversity Action Plan. An evidence portfolio is now retained, demonstrating application and compliance. All publicity is required to reflect in content and pictorially, the make-up of London.

Large organisations utilize racial awareness recall surveys to test 'image presentation and perception', informing then developing media and communications policy. In the DPA, this is known as 'tracking', which is applied to all publicity campaigns. The results are used to inform future campaigns.

Independent advice from external partners or 'critical friends' is actively considered and adopted. Two examples in 2004 relate to Operation Trident's Advisory Group (AG) being accessed and secondly, the Terrorism, Muslim Safety Forum. Other activity includes a major project to best access and communicate with, London's Muslim communities.

Ethnic and other minority staff are involved appropriately in high profile public events, being mindful not to fall into the trap of tokenism. In both internal and external literature, campaigns and publicity it has been longstanding practice to report on initiatives and such like, where MPS staff or partner agencies are active and involved in that achieved or sought.

As a matter of public record Management Board, members are well represented when championing racial (and other) equality objectives and good practice. Statements made through the DPA, television, radio and Press interviews, national conferences and the Commissioner's Seminars ably demonstrate continuous commitment.

Draft for approval

RES

The MPS Race Equality Scheme was published in 2002 with considerable assistance from the CRE. Parts have been promulgated nationally as best practice, and a review was published on 13 July. Despite this, the CRE have indicated that our 2002 Scheme is non-compliant within three areas:

1. Statement of functions and policies

The MPS should prioritise policies and functions, which impact on race equality; the four listed primary functions were regarded as too broad.

2. Arrangements for training

Some of CRR1 training covered the RRAA, but was insufficiently RRAA specific. The MPS must ensure all staff are aware of and are skilled to meet the General and Specific Duties according to specific roles.

3. Employment Duty

The MPS does not yet fully monitor which staff have enjoyed benefit or suffered detriment via personal development reviews (PDRs). The MPS cannot state the ethnicity of all applicants for and receivers of training. Corporate monitoring is good but local monitoring is incomplete, not necessarily requiring an application. This recognised systems problem is being addressed by MetHR enhancement.

A new scheme addressing these areas was submitted to the CRE on 29th September, and has been accepted as being legally compliant.

Disability Discrimination Act

The DDA plan and costings is at appendix 2

Service Improvement Plan

A report on the current position is at appendix 3

Recommendations of 2004-5 Review

Paras 8.7 &8.8

The MPA internal audit report makes the point that joint working on strategy between the MPA and MPS is desirable. An overall approach to equality and diversity strategy and action planning which is both jointly shared between MPA and MPS and reflects their respective roles and responsibilities needs to be developed. This would mean that specific budget proposals and provisions could be viewed within the context of a clearly defined strategic framework.

It is therefore recommended that a joint MPA/MPS Equality and Diversity Strategy and Action Plan be produced.

The MPS Diversity Strategy is due for renewal in 2004. This has been delayed by the impending results of the Morris and CRE inquiries. The MPS will then address this issue. It is our intent to have a central corporate strategy, which

could be shared with the MPA, however, to achieve success we recognise that ownership of action plans will sit within operational commands.

Para 8.10

Last year's report recognised that one of the MPS's major problems is ensuring local delivery on the equalities agenda. Planned changes in the way that the Diversity Directorate operates are intended to change the focus to diversity performance on BOCUs, with problem-solving advisory teams from the Diversity Directorate assisting in remedying underperformance.

Para 8.11

This action needs to be supported by a written action plan aimed at culture change.

Please see answer to 8.8.

Para 8.17

The MPS should introduce a mystery shopping approach to provide a mechanism to identify racism in serving officers, to complement their Hendon initiative; they also need to press the Home Office to alter Police Discipline regulations so that racist officers can be dealt with in a timely and effective way. Any initiative of this nature would be fully supported by the Mayor and the GLA.

Such an approach would require the support of staff associations & trade unions, which whilst likely to be forthcoming in principle, was withdrawn from a previous mystery shopper exercise conducted at front counters because of fears of a disproportionate response by internal discipline powers. The Morris inquiry is currently dealing with a number of facets relating to discipline and grievances (fairness at work), and we await the recommendations of the report in order that the whole process can be reviewed in a proportional and holistic way.

Para 8.20

Other possible reasons for the disproportionate failure rate among BME recruits include isolation and racism suffered at the hands of other recruits and the witting or unwitting acceptance of this sort of behaviour by trainers. GLA officers have been told that the "Secret Policeman" documentary has led to an increase in whistle blowing where recruits have come forward to staff to report inappropriate behaviour by their colleagues. **The MPS need to take steps to ensure that whistle-blowing of this nature becomes a normal part of police culture.**

Please see answer to 8.17, above. In addition, independent welfare and SAMURAI support for minority recruits has been established on the training school site. A recent case at training school involving off-duty racist comments indicates a significant shift from the culture exposed in 'Secret Policeman'.

Para 8.23

MPS should develop a new training strategy and action plan. This should set out a medium term vision of the training experience for new recruits in the future, be accompanied by an appropriate budget plan and fully address the equality issues that have been raised.

The costed training plan 2004-5 was submitted for July's budget meeting.

Para 8.25

The MPS needs to be able to demonstrate that its systems make it impossible for BME officers to be unfairly targeted for disciplinary action and dismissal.

Please see answer to para. 8.17, above.

Para 8.27

MPS need to investigate the reasons for the disproportionality in the grievance statistics.

Please see answer to para. 8.17, above.

Para 8.30

The MPS should fully explore the possibility of adopting a recruitment strategy based on positive discrimination for a fixed period. This is the only way that they are likely to make substantial progress towards their targets and would be a dramatic public reinforcement of their diversity and equalities strategies. The establishment of a new recruitment strategy was a recommendation in last years report. The Commissioner accepted this recommendation but a new strategy has not yet been finalised. This must be agreed, together with the adoption of appropriate targets, by April 2004, the start of the new financial year. The Mayor's continuing commitment to a major increase in police numbers is conditional on a much- improved delivery against diversity targets.

This was discussed at July's meeting and it was agreed that this was not possible without a change in the law

Para 8.33

The MPS need to address the problem of retention by a general programme of culture change on one hand and a specific look at individual cases on the other.

The Diversity directorate is being restructured in order to deliver cultural change. There are now 6 focus desks: Race, Age, Faith, Disability, Sexual Orientation and Gender. See Diversity Directorate reorganisation

Para 8.36

The MPS should adopt targets for the percentage of BME Police Staff who are in pay bands A and B together with appropriate positive action strategies as recommended in last year's report.

For agreement with MPA, and a report to be prepared for presentation to the MPA.

Para 8.43

The MPS should develop a costed plan that outlines how and when they intend to be fully compliant with the DDA and they should develop an accessible communications policy as soon as possible.

Attached at Appendix 2.

Para 8.44

The way that the MPS is organised to deal with rape, domestic violence and child abuse does seem somewhat unwieldy with different parts of their structure specialising in each group of relevant offences. This is despite evidence that many offenders offend across a range of areas i.e. those men who abuse their wives also beat their children. In addition, some men who rape within the home also commit stranger rapes outside the home. **Given the possibility of greater effectiveness and more efficient integrated operations, the MPS should consider review the organisational option of integrating the relevant parts of their structure.**

The points and types of service delivery/police interaction/resource profile needed for victims of Rape, Domestic Violence and Child Abuse vary considerably. With an increasing victim focus to our service provision, aligning structures with offender groups might defeat the needs of victims. (It might also join up some disparate crimes –many indecent exposers began their criminal careers as joy riders). The Understanding Hate Crime project has established that hate criminals are often criminals in other areas, but the MPS approach is to make the fullest use of the National Intelligence Model and CRIMINT to make cross-links across crime types. There are too many different cross-links of this type to consider joining up departments in this way.

Para 8.45

In his budget guidance the Mayor asked the MPA to prioritise the “development of options and implementation of plans to increase the safety and security of women”. An MPS Gender Focus document was sent with the budget and equalities submission. **This document provides a good plan outline, but it needs to be further developed so it sets out how the constituent parts of the plan are going to be implemented, managed and resourced. This is a concern given that the time that has already elapsed since the original Gender Agenda was approved.**

Of necessity, the documentation supplied with the last submission was of a general nature and for outline briefing of our partners at strategic level. Project Sapphire is well-established in the MPS, and the subject of an extensive action plan commenced in 2002. This has been reviewed by the MPA Scrutiny of Rape Investigation and Victim Care (April 2002) & is subject to regular MPA scrutiny.

The domestic violence strategy ‘Enough is enough’ is now three years old and the work established on Borough Community safety Units. It has been further enhanced by the domestic violence risk assessment tool. Work continues within the diversity directorate on honour killings & forced marriage. Much has been implemented and scrutinised by the MPA.

The Gender Agenda is for empowering female employees. See Gender section.

Para 8.49

The MPS needs to prioritise domestic violence. It should ensure that;

- **Staffing formulae for CSUs are implemented as soon as possible. This should result in an increase in the judicial disposal rate.**
- **Each CSU should adopt a judicial disposal rate target of 20 per cent in 2004- 05. This will result in an overall disposal rate of over 20 per cent.**
- **A system that regularly monitors victim satisfaction should be introduced as soon as possible.**

MPS sets annual corporate priorities, objectives and targets for the MPS to perform and be measured against. These priorities are set following a lengthy consultation and planning process, which takes place throughout the year. It would be inappropriate to prioritise outside this process.

Para 8.53

Given the success of the Tower Hamlets and Hackney trials and the urgent need to implement recommendation 61 of the Stephen Lawrence report the MPS should plan for full implementation as soon as possible.

Rolled out on 1st October 2004

Para 8.56

It is disappointing that judicial disposal rates have reduced marginally during 2003-04. The MPS should research the reason for this.

Some work has already been done on this, and there appear to be a number of issues around the updating of CRIS crime reports and crime reporting standards. Judicial disposals are a major performance indicator for the MPS, and a huge amount of work across the MPS takes place in order to improve them.

Para 8.58

All CSUs need appropriate training and additional expertise where necessary to ensure that hate crime against disabled people can be recognised and appropriately dealt with. The disabled community should be continue to be consulted extensively on initiatives and procedures developed by the MPS in this area. A Disability Independent Advisory Group should be established.

The ACPO Hate Crime manual is being rewritten to include disability, and a disability IAG is in the process of being set up. (Both being progressed by Diversity Directorate).

Selected Priorities

Recruitment Strategy

Please refer to Appendix 4

AC Ghaffur Thematic Review & Morris Inquiry Report

Please refer to Appendix 5 for Mr Ghaffur's review progress. The Morris inquiry reports in the New Year.

Plans for reducing Hate crime

The Metropolitan police service have updated and published a new policy concerning the investigation of hate crime. This policy has broadened the definition of hate crime to include disability, transphobia and gender identity within its scope.

All MPS staff will be vigilant to identify and take effective action to combat hate crime in all its forms, taking robust action against perpetrators, supporting and recognising the needs of victims and working in partnership with external support agencies to make the lives of those suffering hate crime safer, protecting their families (as defined by them), their communities and preventing re-victimisation.

Frontline officers at the scene of a hate crime are required to investigate actively the incident and take positive action to deal with offenders and protect the victims and their families. This could mean arresting a suspect where they have been identified and a power of arrest exists to do so or where the suspect has left the scene, searching for them.

Investigators at all stages will use comprehensive evidence gathering in their investigations, combined with multi-agency responses to support victims. Intelligence led pro-activity and initiatives with our partner agencies to target perpetrators will enhance detection rates and efforts to prevent re-victimisation

The primary aim of a hate crime investigation is to identify and prosecute offenders to the satisfaction of the victim and the community. Additionally the policy encourages investigators at all levels to consider and pursue secondary, alternative courses of action, where appropriate, in conjunction with partner agencies and where possible simultaneously with the main investigation.

Hate Crime against people with disabilities

A hate crime working group has been set up which includes investigators, strategy and policy makers, Senior police officers, independent community advisors, internal staff associations and interested community groups. Originally created to consult on and develop the new policy, it will now be used to examine and discuss all aspects including new and emerging trends in hate crime with a view to developing effective methods of tackling them.

The Metropolitan Police Service does not record instances of Vulnerable Adult Abuse. We currently record Elder Abuse, which will, as a result of a new policy this will be extended to become Vulnerable Adult Abuse.

A Government Health Select Committee Report in April 2004 stated that there were at least half a million incidents of Elder Abuse a year, however Public Information Bureau stats show that since its inception in November 2002 there have been 208 crimes which have been flagged as Elder Abuse
Crime reports.

Vulnerable Adult Abuse has an impact on individuals, families and communities and affects people with disabilities, both physical and mental, and people vulnerable through age or infirmity.

Anecdotally we are told that there are a huge number of unreported crimes of this sort. The Government Health Committee report makes it clear that this is the case.

Crime reports: - A search on the Crime Reporting System was carried out to find out how many incidents had been reported and what types of offences these consisted of. There were only 208 reports that had been entered on the system and some of those were, on occasions incorrectly 'flagged' in that, they were elderly people who were also victims of crime but did not satisfy the criteria of 'Elder Abuse' i.e. no relationship between victim and suspect. Both of these facts indicate that the service that we provide could improve greatly with an updated policy and increased awareness.

A new policy introduces an improved and enhanced procedure for the investigation of Vulnerable Adult Abuse to create a framework for all staff to provide an effective, professional and corporate level of service. It will be used in partnership with the local multi -agency Protection of Vulnerable Adults Policy

The purpose of the new policy is :

To ensure the safety and protection of vulnerable adults

To hold perpetrators of abuse accountable for their actions. (Where criminal proceedings are deemed inappropriate consult with partnership agencies and identify alternative courses of action.

To work in partnership with other agencies to protect victims.

Definition

Vulnerable Adult: A vulnerable adult is a person aged 18 years or over who is or may be at risk of abuse by reason of mental or other disability, age or illness and who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation.

Vulnerable Adult Abuse: A single or repeated act or lack of appropriate action occurring within any relationship where there is an expectation of trust (which can include a relative, carer or service provider) which causes harm or distress to a vulnerable adult

There are five recognized types of abuse:

- Physical (for example, hitting, slapping, burning, pushing, restraining or giving too much medication or the wrong medication),
- Psychological (for example, shouting, swearing, frightening, blaming, ignoring or humiliating a person),
- Financial (for example, the illegal or unauthorized use of a person's property, money, pension book or other valuables),
- Sexual (for example, forcing a person to take part in any sexual activity without his or her consent - this can occur in any relationship) and
- Neglect (for example, where a person is deprived of food, heat, clothing or comfort or essential medication)

A person may suffer from only one form of abuse, or different types of abuse at the same time.

Monitoring of Children as victims, witnesses and offenders.

Huge amounts of historical data are available on the CRIS crime reporting system, and the new Diversity corporate Performance Pack is being developed to capture information from this and other sources on the six GLA group diversity strands. An analysis function is being developed within the Diversity Directorate restructuring so that trends and anomalies within groups can be identified, investigated and control strategies initiated.

Child protection command has a sophisticated intelligence function monitoring offenders against children.

Draft for approval

London Domestic Violence strategy

Facts about Domestic Violence in London

- 106,879 domestic violence incidents recorded by the Metropolitan Police (MPS) in 2003/2004
- 25% of murders within the MPS are domestic violence related
- Domestic Violence accounts for 24 % of all violent incidents
- Domestic Violence offenders commit other serious crime. Research by the MPS shows that over half of offenders who commit Serious Domestic Violence Assaults are involved in other serious criminality
- 1 in 20 notifiable crimes to the MPS are domestic violence related

This is the tip of the iceberg. Home Office research shows that less than 35 % of DV is reported to police (other surveys show as little as 11 %)

The Cost of Domestic Violence for policing in London

In 2002 the estimated yearly resource implications for domestic violence related contacts within the MPS were in the region of £96,441,424. The average cost per incident was £1084.30 with the cost of a murder investigation being £1.4 million. This does not take into account the wider financial implications to other public services such as Health, Social Services and Education. The cost to Health alone is estimated to be in the region of £278 million.

The Metropolitan Police Service Response to Domestic Violence

Domestic Violence is a priority for the MPS. As such in 1998 dedicated investigation teams (Community Safety Units), staffed by specially trained officers were established in all 32 London boroughs to investigate allegations, support victims and their families and hold perpetrators accountable.

In addition, a central unit within the MPS Diversity Directorate was established to drive forward strategy and policy to ensure a multi-agency response. The MPS Domestic Violence Strategy, "*Enough is Enough*", was published, its principle aims being supporting victims and holding perpetrators accountable within a multi agency context. Guidelines were published setting out the minimum standards of investigation that were expected from all MPS staff.

Working in partnership with the CPS the MPS signed a SLA in September 2003 that supported positive action in DV cases including progressing 'victimless' prosecutions where appropriate. At the same time the MPS ran an award winning advertising campaign, 'Your partners silence no longer protects you' this was the first CJS campaign, which focused solely on perpetrators, both challenging their behaviour and highlighting the ability of the CJS to take action without the support of the victim.

Increasing the reporting – Reducing the seriousness

Since 2001 the MPS has increased reporting from 93,000 incidents to just less than 107, 000 incidents for the financial year 03/04. This is indicative of greater

confidence on the part of victims that the CJS will deal with cases both effectively and sensitively. Despite this increase in overall reporting of domestic related offences it is encouraging that the incidents of violent assaults and sexual offences are both down over the last 12 months. Even more encouraging is a 50% reduction in DV homicide between April and August 2004 compared with the same period last year.

Better performance

The 2004/2005-performance target for Domestic Violence is a detection rate of 35%. Year to date figures show that the MPS is achieving this target and in September the MPS detection rate was 46%. (03/04 Detection Rate 31.6%)

Multi-agency DV homicide reviews, initiated and developed by the MPS over the last two years, and the analysis of 400 serious DV cases has led to the MPS developing a risk identification and assessment model for all front line officers. This is being introduced, as part of a new reporting book and mandatory training, to all staff up to the rank of Inspector. This process has been piloted in two London boroughs and has led to significant improvement in bringing more offenders to justice.

As part of Operation Emerald the MPS has introduced Lawyers at point of charge, Victims and witnesses focus desks and Case progression units.

Reporting directly to the LCJB a priority crime workstream for DV has been established with representatives from Police, CPS, Probation, Magistrates and Prisons. This group aims to improve delivery and monitoring of cases across all agencies and ensure the availability of quality management information, which will allow for a more accurate measurement of the problem and progress to be made.

Prolific & priority Offenders

London is the only region to specifically include DV perpetrators as part of the prolific and priority crime offenders scheme. Over 100 prolific DV offenders will be targeted by this approach. This approach is fully supported by agencies and CDRPs. The Home Office has been approached to agree recommendations for law change to allow covert techniques to be used against DV offenders without having to rely on victims' evidence

Future work

The MPS is not complacent, however, in its response to Domestic Violence and will continue to strive to improve performance and service delivery to victims. A new Domestic Violence Strategy, Policy and Standard Operating Procedures, is to be published shortly. This will move forward the MPS response and is fully compliant with ACPO/NCPE guidelines also due to be published. It will reflect a more offender focused approach, building on the positive action message of "Enough is Enough" to include targeting prolific Domestic Violence offenders and identifying and pursuing them for other areas of criminality they may be involved in.

Working closely with the London Probation service the MPS will sign a SLA, as part of the Integrated domestic abuse programme, which will ensure that if any

perpetrators undertaking the offenders programme, come to police notice this information will immediately be passed to Probation. Thus ensuring compliance with the programme and continued safety for the victim.

Project Umbra

Under the strategic lead of Commander Brian Moore, Project Umbra is a response to the recognition of the pervasive effects of domestic violence on society and the need to provide a strategic lead in London to link together the work of all the CJS agencies. The project aims to improve and co-ordinate service delivery across all sectors/agencies, hold more offenders accountable through CJS – reducing attrition, make Victims & Children safer, reduce re-offending by perpetrators and target the most prolific offenders. This is a major project that will fundamentally change the way the CJS deals with domestic violence. For it to succeed it will require sign up from statutory and non-statutory partner agencies including GLDVP, Women's Aid, Home Office, CDRP's, Prison and Probation service and more. It will lead to improvement in the police response, hold more offenders accountable, provide holistic support to victims, prevent serious violence and ultimately save lives.

SNAPSHOT ON IMPLEMENTING THE MINIMUM DV STANDARDS FOR ALL AGENCIES

1. Does your agency display domestic violence posters in all public areas? Yes
2. What other domestic violence information do you provide to survivors?
3. *Community Safety Units provide DV survivors with details of local support services.*
4. Is this information available in different languages? Yes *Each local borough has information that is available in community languages and in different formats.*
5. Is this information available in different formats (e.g. braille, on tape, video, large print, etc)? Yes
6. Is domestic violence information of relevance to survivors provided on your website? *Information about the role and function of Community safety units is available on the Metropolitan Police Service website. The MPS website will be updated to include information about a range of forthcoming initiatives and developments including DV policy, DV Standard Operating Procedures and 124D investigative tool*
7. Has domestic violence training been provided for your staff in the past year? *Yes Mandatory DV training is being rolled out for all front-line officers to support the introduction and implementation of the 124d investigative and risk assessment tool. This training is being delivered in partnership with women's groups and local DV fora representatives.*
8. If yes, approximately how many staff have received training? *There is a rolling programme of training for all front-line staff which should be completed by spring 2005. In addition to this DV training is being provided to SRO/CAD staff through a series of specialist seminars. Borough Commanders were recently invited to a DV seminar held at City Hall to arise their awareness of doemstic violence and its impact on women and children.*

9. Does your agency have a personnel policy on domestic violence? *NO*
However, the MPS are currently developing a personnel policy on DV in line with recommendations from ACPO.
10. Is there a specific individual within your agency with lead responsibility for domestic violence work? *YES DAC Stephen House*
11. If yes, is this responsibility explicitly included within the job description? *YES*

Gender Focus

History

In August 2001 '**The Gender Agenda**' was developed and published by an executive group representing the various women's police groups (such as British Association of Women Police, the Police Federation, ACPO Women's Group and the Metropolitan Association of Senior Women Officers etc). This programme of work sought to listen to and respond to the needs of staff and to create an improved working environment with proportionate representation of women. Valuing staff and developing an improved work life balance were also main themes.

As a result of this, in September 2002 the '**Engender**' strategy was launched by the Metropolitan Police Development and Organisational Improvement Team ('DOIT'). This included a local action planning process with a series of initiatives devised to retain and progress women in the police.

Over the last two years DOIT and the Human Resources Directorate (HR) have put in place a variety of initiatives that have been tailored to the needs of women in the organisation and designed to assist their retention and progression. These include:

Initiative	Summary
Female and Ethnic Minority Detective Training Programme	Collaborative project between HR and DOIT. Five women participated in the first phase and another is on the current course.
Female Personal Leadership Programme	One hundred and forty women have been on this course devised to support and enhance their management and leadership skills.
Female Police Staff Mentoring Programme	A programme currently being initiated for female police staff at bands A and B. There are currently forty mentees.
Corporate 'Engender' events	A series of 12 corporate events inviting delegates to consider a variety of gender relate issues.
Childcare Coordinator	New post within HR to devise a childcare strategy and coordinate / devise and implement childcare related initiatives
Female Staff Secondments Project	Currently being devised by DOIT
HR and DOIT Career Break Empowerment Days	A series of events for those on career breaks that they can be familiarised with the opportunities open to them
'Eve-olution' Report	Work, commissioned by DOIT, involving

	research into staff needs and concerns about part time and flexible working.
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'Dancing on the Glass Ceiling' Events

In April 2004 a Project Board was set up to consider how the MPS could capture the thoughts and concerns of its female staff. This board included DAC Carole Howlett, Catherine Crawford (MPA) and Denise Milani. The Office of Public Management (OPM) were commissioned to devise and plan a series of 'open space' events that would include workshops to discuss the issues raised.

The principle of 'open space' is that anyone attending can publicly raise an issue and invite other participants to join them in a discussion to explore that matter in more depth.

The events were held at Epsom Racecourse, Wembley Conference Centre, Earls Court Olympia and Cabot Hall in June 2004. The MPS planned to cater for one thousand staff and in the event about eight hundred attended. There were one hundred and fifty seven separate discussion groups held over the four events and OPM used the notes from each of these groups to prepare a report for the MPS entitled 'Securing the place and recognising the value of women in the MPS towards working for a safer London' (*report attached*).

OPM evaluated the data gathered and gave consideration to how frequently an issue was raised to enable them to determine what the key themes were. Two broad criteria were used to determine a set of actions linked to the issues, which were the maintenance or improvement of individual or organisational performance, and adherence to the ethical values of the organisation.

The actions are designed to compliment and build upon existing initiatives. They stem from:

- an appreciation of the vital role women play in the MPS
- an awareness of the significant progress already made, and;
- a belief that by pressing on with changes and developments designed to support women, the MPS as a whole will benefit, as will the people of London

Key Themes from 'Dancing on the Glass Ceiling'

A coordinated strategy and a programme of work is being developed to address the following six themes:

- **Recruitment, retention and progression**

Key Points: Encourage women to apply to the PS, and promote appropriate structures and policies to ensure that they want to remain. Ensure fair and equitable treatment, particularly in relation to promotion.

•Training and support

Key Points: Increase opportunities for personal and professional development. Ensure courses are accessible to all, including those with caring responsibilities, or who work flexibly. Establish appropriate support mechanisms for targeted groups, such as women, gay people, parents etc.

•Flexible working

Key points: Implement flexible working policies consistently throughout the MPS. Maintain an appropriate balance between the needs of the MPS, the individual and the rest of the team. Ensure that promotion prospects and access to training are not affected by working flexibly.

•Caring responsibilities

Key Points: Improve access to childcare provision and information services. Create a network of parents, carers to provide both practical and emotional peer support. Review policies relating to caring to ensure fairness for all those with caring responsibilities.

•Communication

Key Points: Effective communication is central to the rest of the strategy. Those working in the MPS want information to be easily accessible and digestible, and would like more opportunities for dialogue. Access to IT training and facilities needs to be widened.

•Organisational Development

Key Points: To address the macho culture, which consists of a range of norms and behaviours from working long hours to tacit acceptance of sexual harassment and assault, sexist language and behaviour and the use of gender specific language.

Women's Issues action Group

DAC Carole Howlett chairs this group(with Denise Milani), which reports to the Deputy Commissioner's strategy board. Areas considered include:

- Officers and police staff
- Flexible working
- Part-time working
- Work/life balance
- Child care.

Training

It is presently difficult to give a detailed projection of our anticipated spend on diversity training for 2005-06, given that any new activity has yet to be identified (and presented to Training Management Board).

In January 2005 we will be implementing the Home Office Police Race and Diversity Learning and Development Programme for the MPS. This will have major implications for the delivery of all future race and diversity training for the MPS.

In terms of training products, there needs to be a range of training activity that will come under the umbrella of critical encounter training. We are already providing this to Designated Detention Officers and in Recruit Training. It is fair to say therefore that for 2005-06 this will be provided to 2,500 personnel (primarily recruits) at a cost of £160K (the cost of meeting community contributor fees).

There is also a recommendation in the MPA scrutiny report of Stop and Search that the critical encounter model should be built into future training on stop and search, but it is too early to say how and when this will be rolled out across the service. This may be a significant training requirement next year.

Other likely race and diversity training issues for next year include training as a result of various performance needs analysis activity, including a PNA on the Race Relations Amendment Act, and PNAs on gender and LGBT issues.

Given the needs of the organisation, it is not unreasonable to predict a project funding budget of at least £800K. This is less than the current annual allocation.

Analysis of equalities expenditure

CSUs

Major Beneficiary Group(s)

Women, Racial Groups, LGBT Londoners, Londoners with disabilities & Faith groups.

Major areas of expenditure

Staffing, investigation, training and intelligence.

Targets/Objectives (current)

OBJECTIVE: To recognise and respond appropriately to the differential impact of crime on people taking into account their race, gender, sexual orientation, faith, age or disability

Target	23% Detection rate for homophobic crime
Target	20% Detection rate for racist crime
Target	19% Detection rate for domestic violence
Target	70% Percentage of victims of racist incidents satisfied

Child protection

Investigates over 15,000 crimes committed annually on the most precious and vulnerable victims in our society by the very people who should be caring most for them.

Whilst safeguarding children is CP's priority, the primary role is to investigate crimes against children, ensuring offenders are brought to justice and to prevent further offending in the future.

Major Beneficiary Group(s)

Children and their families.

Major areas of expenditure

Staffing, investigation, training, intelligence & project work.

Targets/Objectives

See SCD Business Plan at appendix 7

Safer Schools

Major Beneficiary Group(s)

Children of school age & school staff.

Major areas of expenditure

Staffing costs & project work.

Targets/Objectives

To reduce the prevalence of crime and victimisation amongst young people and to reduce the number of incidents and crimes in schools and their wider communities by:

- Working together to provide consistent and appropriate support and intervention to divert young people from social exclusion and criminality.
- Sharing information to identify those young people at risk of becoming victims or offenders as well as those who already are.

To provide a safe and secure school community which enhances the learning environment by:

- Reducing the incidence of bullying and violent behaviour experienced by pupils and staff in the school and the wider community.
- Reducing substance misuse in the school and the wider community.
- Developing crime prevention strategies to improve the physical security of the school and the personal safety of all who use it.
- Developing a multi-agency approach to supporting teachers and other school staff in.
- Managing the learning environment.

To ensure that young people remain in education, actively learning and achieving their full potential by:

- Developing strategies to improve attendance by addressing both authorised and unauthorised absence.
- Supporting vulnerable young people through transition, between phases in their education and other aspects of their lives.
- Raising attainment by ensuring a calm learning environment free from disruption.

To engage young people, challenge unacceptable behaviour, and help them develop a respect for themselves and their community, by:

- Developing a whole school approach to conflict resolution.
- Ensuring that young people have opportunities to learn and develop citizenship skills.
- Promoting the full participation of all young people in the life of the school and its wider community and decisions that directly affect them.

Diversity Directorate

Major Beneficiary Group(s)

All Londoners, but with focus on minority groups defined by Race, Age, Faith, Disability, Sexual Orientation and Gender. With MPS internal communities the focus extends to part-time working and police/staff relations.

Major areas of expenditure

Staffing, investigation, intelligence gathering and processing, training, community liaison, supporting independent advice & project work on cultural change.

Targets/Objectives

See Page 2 for restructuring.

Trident

Trident's remit is fatal and non-fatal shootings where both victim and perpetrator are of African-Caribbean origin.

Major Beneficiary Group(s)

All Londoners, but with focus on the needs of black African-Caribbean victims and perpetrators of shootings.

Major areas of expenditure

Staffing, investigation, intelligence gathering and processing, training, publicity, community liaison & transport.

Targets/Objectives

SCD Business plan (attach)

Trafalgar

Trafalgar's remit is where both victims and perpetrators of non-fatal shootings are from within distinct communities other than African-Caribbean.

Major Beneficiary Group(s)

All Londoners, but operational and investigative focus on where both victims and perpetrators of non-fatal shootings are from within distinct communities other than African-Caribbean.

Major areas of expenditure

Staffing, investigation, intelligence gathering and processing, training, publicity, community liaison & transport.

Targets/Objectives

SCD Business plan (attached at appendix 6)

Maxim & Reflex

Remits: Maxim - MPS response to organised immigration crime, Reflex - tackling organised human trafficking and human smuggling

Major Beneficiary Group(s)

Maxim and Reflex are directed against organised immigration crime, so necessarily impacts on persons from racial groups.

Major areas of expenditure

Targets/Objectives –

SCD Business plan (attached at appendix 6)

Safer Neighbourhoods.

The Safer Neighbourhoods Programme

With residential burglary in London being at a 29 year low, and with reductions in street crime being recorded, the MPS has made significant progress in tackling and reducing the Government's areas of priority crime.

Despite these successes, the Service is aware that local communities across London do not necessarily have an enhanced confidence in the police and the Criminal Justice System in general.

In April 2004, the Commissioner made clear his intention to introduce neighbourhood-based policing teams across the capital. These teams – comprising of a sergeant, two police constables and three police community support officers (PCSOs) per neighbourhood – would help to revive the idea of community policing and give local communities a real say in deciding the priorities for their neighbourhood.

Fear of crime remains too high in the capital. The MPS successes in reducing priority crimes are meaningless to the people of London if they continue to feel unsafe in their community. Neighbourhood policing teams will give more uniformed presence on the streets, positively impacting on crime and on the public's perception and fear of crime.

Using good practice gathered from the four National Reassurance Policing Programme sites within the capital, the MPS launched its first Safer Neighbourhoods (SN) team in Stonebridge, Harlesden, on April 5 2004. Since then, and over a period of just four months, an additional 96 teams have launched across London.

Safer Neighbourhoods gives the MPS the opportunity to dedicate its officers to providing local solutions to local problems, whilst still maintaining its focus on reducing crime. Between April and August 2004 a minimum of three SN teams were launched in every London borough, releasing 288 police officers and 288 PCSOs to community-based roles this year alone. The teams have already helped to improve public confidence by working with local people to identify and solve the issues that most affect their daily lives.

Subject to successful submissions by the Step Change programme, the MPS plans to introduce an additional 160 SN teams in the next year, providing five extra teams per borough (and releasing a further 528 constables and 528 PCSOs to community-based roles).

Part of the MPS growth programme – which also releases police officers by utilising civilians more effectively – will see an additional 1,248 PCSOs and 1,872 police officers being deployed on London's streets on SN teams by the end of 2008, subject to funding. This represents a significant increase in accessible and visible police presence on every neighbourhood across London. These teams will be dedicated to working locally on publicly identified issues.

Currently the diversity mix of SN teams shows that 19% of staff are from visible ethnic minority groups and 23% are women.

Police officers on SN teams are ring-fenced from abstraction and serve a minimum tenure of two years, whilst PCSOs serving on the teams are recruited as permanent SN staff. The MPS has also written deployment and abstraction policies to prevent the SN staff from being removed from their community-based roles (save for the most serious or catastrophic of incidents).

The SN team officers have been identifying new and challenging ways to engage people, in a bid to understand what affects their feelings of safety in their neighbourhood. The result is that between April and July 2004, 237 public events have been held, resulting in just over 6,000 people being consulted (25%, or 1,552 people, have been from visible ethnic minority groups).

SN teams work with the community to identify local priorities and assist with producing sustainable solutions. Since April 2004, the most common identified areas of concern raised by the public have been:

- Youth crime
- Anti-Social Behaviour (ASB) in general
- ASB by motorists
- Graffiti
- Drug dealing and using

Of the 157 local identified issues resolved between April and July 2004, 135 have been directly related to ASB.

These issues have been dealt with using a variety of tactics – some mainstream and conventional, others challenging and innovative. It is likely that without the SN teams in place, these quality of life issues may otherwise have gone untreated, resulting in rising crime and the fear of crime and a more disengaged community.

Policing London's parks and shopping centres

From April 2004 PCSOs have been deployed to the MPS's newly formed Parks OCU. This unit has been formed in order to take over responsibility for the policing of the Royal Parks from the Royal Parks Constabulary, which, by the end of March 2005, is to be amalgamated with the MPS.

As of October 2004, there are 45 PCSOs deployed in this role. They receive the normal four-week initial training course and then a further two weeks 'in house' training specifically to teach them how to police the parks. Their role is to provide a visible presence and reassurance in the capital's open spaces.

PCSOs deployed in these roles are briefed about crime and security information before they undertake high visibility patrols within the many security zones within the Royal Parks – including military, government and royal buildings. They often assist with crowd and safety control within the Royal Parks as well as deal positively with reducing the public's fear of terrorism, crime and anti-social behaviour.

Where issues about public open spaces or shopping centres are raised at a local level, the SN team follow a problem solving process with partners and the community to resolve issues.

Public open space often presents particular safety concerns for women and children, the use of surveys and consultation following the Signal Crime methodology such as Key Individual Network interviews, environmental visual audits of locations and local questionnaires and public meetings elevates concerns of safety and security into the decision making process whereby the teams priority activity is set by the community.

There is an example of this is Bexley where an area of public open space has been identified as a location where children and women felt particularly unsafe. The SN team subjected the area to a problem solving process with the community. The result is a new youth shelter, skate board ramp, graffiti clean up and proactive approaches to dealing swiftly with disorder and anti-social behaviour. The public space now has a publicised "Safe Time" where a posted PCSO or Constable from the SN team patrols for an afternoon each week. This time is used to engage with young people and provide reassurance to all users of the public space.

Another example is in Merton's Green lane parade of shops backing onto a local park. Anti-social behaviour and youth disorder were blighting the community and area. The community flagged this issue up to the team. A problem solving process was undertaken with offenders being targeted by patrols and the locality being subject of a 'deep clean' of graffiti. The results have arrests for graffiti being made with the imposition of post sentence ASBOs. A recent secondary benefit of the Safer Neighbourhood teams approach has been the re-opening of the post office.

In addition, ShopWatch – the MPS's latest partnership offensive on reducing retail crime and helping to increase public confidence on the High Street – has been successfully trialled in Camden and by Christmas 2004 will be extended to the capital's key shopping areas. The consortiums in Regents Street and Oxford Street have received presentations about the scheme, which releases retail staff for two days per month to patrol their own retail area as uniformed Metropolitan Police Special Constables (SC).

Those who volunteer receive paid leave from their company and additional leave to compensate their time for being on patrol as a SC. With retail crime costing the industry £2.25bn nationally each year, these staff have helped in Camden to act as a visible deterrent to would-be criminals thereby reducing crime and the fear of crime in the process. The same is anticipated in Westminster, which, if successful in the capital's major shopping environment, could be incorporated into neighbourhood policing across London.

An ambitious but achievable target of establishing the Shopwatch scheme in Oxford and Regents Streets for Christmas 2004 is on course to succeed.

In other areas that have SN teams, secondary benefits have been recorded which supports the need for additional presence in the capital's key shopping areas. In Welling High Street, the SN team have tackled anti-social behaviour. Foot fall in shops is up, there is less disorder, less stock loss, more trade at restaurants and there is emerging evidence of investment and interest in the area by businesses

operating at the higher end of the spectrum. Local people consistently report feeling safer and that the area has been lifted.

The SN Unit has provided a detailed submission to the Department for the Environment, Fisheries and Rural Affairs following its consultation into Clean Neighbourhoods. This submission can be found at Appendix 1.

Increasing the safety and security of women

Currently, a Stay Safe publication is in the process of being updated to reflect current safety and security issues of women and a new leaflet about safety on the streets and open spaces – which is primarily aimed at women to provide post-incident reassurance – is also being developed. An agreement is in place with all major retailers to stock personal alarms and personal safety demonstrations (given jointly by the Suzy Lamplugh Trust and the MPS) are available for women across London to attend. Additionally, architects and planners being encouraged to create Safer and Secure places in accordance with the principles of current crime prevention practices.

During 2005/06 a quarterly crime prevention calendar will be developed for pro-active media engagement, which will heavily feature safety and security affecting women. More Safer and Secure places will be developed in London and further promotional material and demonstrations will be produced to tackle personal safety and security. By 2008, a significant number of homes, commercial premises and open spaces will be (re) developed supporting the Government's Designing out Crime campaign.

Flanked by the SN teams and public attitude surveys, the MPS will expect to see women's feelings of safety and security brought in line with the reality of crime levels. We also aspire to providing more crime prevention professionals on BOCUs to engage more fully with hard to hear and multi-cultural groups.

Budget data

Part 1 - Human Resources and internal expenditure

Staff costs

2004/05 budgeted staff numbers Post	2005/06 Estimated Budget	2004/05 Budget	2003/04 Outturn
0.0 Diversity Directorate - Strategic relationships + policy & project management	0	0	1,078,579
0.0 Diversity Directorate - Management and support	0	0	417,344
Diversity Directorate - Strategic Disability Team (includes DoI staff time on			
0.0 DDA)	0	0	104,336
0.0 DOIT	0	0	773,019
Diversity Directorate 2003/04 internal expenditure	0	0	2,373,278
15.0 Diversity Directorate - Senior Command Team	963,188	935,134	
9.0 Diversity Directorate - Management Information Unit	264,375	256,674	
8.0 Diversity Directorate - Diversity Strategy Monitoring Unit	653,690	634,650	
5.0 Diversity Directorate - Leadership Strand	178,627	173,424	
Diversity Directorate 2004/05 internal expenditure	2,059,879	1,999,883	
6.0 Directorate of Organisational Learning	418,115	405,937	49,125
9.0 Employment Tribunal & Grievance Unit	344,597	334,560	294,000
1.5 DPA staff - Diversity press officers and internal Diversity communication	58,350	56,650	55,000
18.7 Positive Action Team	979,349	950,825	915,628
2.0 Staff working to support the Black Police Association	64,133	62,265	23,297
1.0 Staff working to support the Sikh Association	28,429	27,601	27,060
1.0 Diversity advisor/coordinator within SO	57,651	55,972	54,079
3.2 Careers Consultancy Unit in SO	81,764	79,383	77,071
5.0 Police Staff Development Unit	174,300	169,223	145,995
4.0 Diversity Training Strategy Unit - transferred to DCC4 04/05	123,835	120,228	204,298

26.0 Staff delivering and developing CRR training- transferred to DCC4 04/05	1,297,490	1,259,699	1,615,113
0.6 DoI staff working on DDA	25,149	24,416	23,243
2.5 Staff working on Equalities-related building work	106,111	103,020	101,000
117.5 Total	5,819,151	5,649,661	5,958,187

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

Training

<u>Description of training</u>	<u>2005/06 Estimated Budget</u>	<u>2004/05 Budget</u>	<u>2003/04 Outturn</u>
Diversity Training	1,033,000	1,033,000	605,447
<i>Staff costs included in staffing table above</i>			
Total	1,033,000	1,033,000	605,447

Recruitment

<u>Area</u>	<u>2005/06 Estimated Budget</u>	<u>2004/05 Budget</u>	<u>2003/04 Outturn</u>
Positive Action	1,340,854	1,301,800	874,412
<i>Costs associated with developing a representative workforce at all levels within the MPS.</i>			
<i>Staff costs included in staffing table above.</i>			

Expenditure on self-organised staff groups

<u>Group</u>	<u>2005/06 Estimated Budget</u>	<u>2004/05 Budget</u>	<u>2003/04 Outturn</u>
Black Police Association - on costs and facilitating costs (staff costs included in staffing table above)	217,794	211,450	181,806
Sikh Association - on costs and facilitating costs (staff costs included in staffing table above)	22,300	21,650	17,638
Provisional budget for funding other staff associations (see below)	6,500	6,500	5,000

Total	246,593	239,600	204,444
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Other staff associations - Association of Muslim Police, Lesbian & Gay Police Association, Association of Senior Women Officers, Greek Staff Association, Christian Staff Association, Jewish Police Association, Anglo-Italian Police Staff Association, British Association of Women Police, Hindu Association, Turkish & Cypriot Association, Disabled Staff Association, Chinese and South-East Asian Staff Association, Police Catholic Guild

Other internal equalities based expenditure

Group	2005/06 Estimated Budget	2004/05 Budget	2003/04 Outturn
Internal Positive Action and Corporate Leadership Programme (<i>staff costs included in staffing table above</i>)- transferred to DCC4 04/05	1,058,220	1,158,220	1,162,787
Independent Advisory Group (facilitating costs, no staff)	113,000	113,000	62,221
Lesbian, gay, bisexual and transgender group (facilitating costs, no staff)	70,000	70,000	38,544
On costs associated with all abovementioned staffing costs	1,332,301	1,330,216	768,173
Total	2,573,521	2,671,436	2,031,724

PART 1 SUMMARY

2004/05 Budgeted staff numbers	Type of expenditure	2005/06 Estimated Budget	2004/05 Budget	2003/04 Outturn
117.5	Staff who work full time on equalities	5,819,151	5,649,661	5,958,187
	Training	1,033,000	1,033,000	605,447
	Recruitment	1,340,854	1,301,800	874,412
	Self organised groups	246,593	239,600	204,444
	Other	2,573,521	2,671,436	2,031,724
117.5	Total	11,013,119	10,895,497	9,674,214

Part 2 - Human Resources data - POLICE

STAFFING ANALYSIS AT 31 MARCH 2004

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		23,182.38		5,101.58	12.75
Mixed		243		73.92	0
Asian or Asian British		582.91		89.4	1
Black or Black British		494.36		171.47	0
Chinese or other		269.41		56.3	0
Total		24,772.06		5,492.67	13.75

JOINERS IN 2003-04

<i>Figures are</i>	Men	Women	Disabled People
White	1971	876.62	0
Mixed	69	24	0
Asian or Asian British	176	37	0
Black or Black British	104	33	0
Chinese or other	57	14	0
Total	2377	984.62	0

LEAVERS IN 2003-04

Figures are Full Time Equivalents (FTE)	Men	Women	Disabled People
White	1218.24	199.85	0
Mixed	15	7	0
Asian or Asian British	53.83	8.4	0
Black or Black British	20	6	0
Chinese or other	4	1	0
Total	1311.07	222.25	0

ETHNIC AND GENDER ANALYSES OF GRIEVANCES TAKEN OUT DURING 2003-04

	Men	Women	Disabled People
White	114	38	Not available
Mixed	0	1	
Asian or Asian British	7	0	
Black or Black British	3	2	
Chinese or other	4	1	
Not Stated	1	0	

NB. FAW started in May 2003, so is one month short

DISCIPLINARY ACTIONS STARTED IN 2003-04

	Women	Men	Disabled People
White	4	87	Not available
Mixed	0	0	
Asian or Asian British	0	5	
Black or Black British	0	5	
Chinese or other	0	1	
Total	4	98	

Please note that these figures include all complaints, public or otherwise, where an officer receives notification, and where the matter is resolved informally.

PERMANENT PROMOTIONS MADE IN 2003-04 (Note 9)

Figures are Full Time Equivalents (FTE)	Men	Women	Disabled People
White	700	124.66	1
Mixed	2	0	0
Asian or Asian British	18	1	0
Black or Black British	7	2	0
Chinese or other	4	0	0
Total	731	127.66	1

TEMPORARY PROMOTIONS MADE IN 2003-04

Figures are Full Time Equivalents (FTE)	Men	Women	Disabled People
White	140.69	20.56	0
Mixed	0	0	0
Asian or Asian British	5	0	0
Black or Black British	0	1	0
Chinese or other	0	0	0
Total	145.69	21.56	0

EMPLOYMENT TRIBUNAL CASES TAKEN OUT 2003-04 NB Combined Police and Staff

	Men	Women	Disabled People
White	20	24	Not available
Mixed	0	2	
Asian or Asian British	2	1	
Black or Black British	6	7	
Chinese or other	6	2	
Total	34	36	

There is no record as to whether an individual bringing a tribunal claim has a disability. However of the 70 new cases 6 involved claims of disability discrimination.

OUTCOMES OF EMPLOYMENT TRIBUNALS (Note 10)

Outcomes of employment tribunal claims show that in 2003/04 of 130 concluded claims 52 (40%) were withdrawn by applicants, 20 (15.5%) were struck out by the tribunal and 37 (28.5%) brought by 23 individual applicants were settled. 21 claims (16%) went to a contested hearing at which the MPS successfully defended 20 and lost one. The case lost has been the subject of an appeal to the Employment Appeal Tribunal. No compensation was awarded against the MPS in 2003/04. The total sum paid in settlement to 23 applicants was £350,450, an average of £15,240 per case.

The progress of claims prior to this period was subject to the effect of the non-MPS cases of Liversidge, Baskerville and others that raised issues of tribunal jurisdiction in cases involving police officers. In the course of 2003/04 these issues were resolved and it was possible for case management activity to resume. A number of interventions were made to resolve long running claims and the impact of this is reflected in the above figures.

Learning from cases remains a priority. Extensive details of this work have been provided to the Morris Inquiry into employment issues and disproportionality in the MPS. Examples of this activity include the production of a regular newsletter available to all members of the MPS as well as input to training events and workshops for key groups of personnel. On occasion an ET may highlight an impact of a policy or procedure that had not been foreseen or may identify a training or development need for an individual or group of staff. Examples of the type of activity that then follows could include improvements in the management response to requests for flexible working, provision of diversity training, improvements in record keeping or decision logs and greater transparency in decision making.

STAFFING ANALYSIS AT 30 September 2004

	Men	Men	Women	Women	Disabled People
	Top 5% of earners	Total Organisation	Top 5% of earners	Total Organisation	Total
White		23190.59		5335.51	10
Mixed		265.3		86.19	0
Asian or Asian British		614.89		105.7	1
Black or Black British		507.06		178.32	0
Chinese or other		275.41		65.25	0
Total		24853.25		5770.97	11

JOINERS 1 APRIL 2004-30 September 2004

	Men	Women	Disabled People
White	588	331.5	0
Mixed	23	11	0
Asian or Asian British	47	17	0
Black or Black British	28	16	0
Chinese or other	20	9	0
Total	706	384.5	0

LEAVERS 1 APRIL 2004-30 September 2004

	Men	Women	Disabled People
White	564.48	80.82	0
Mixed	5	0	0
Asian or Asian British	18	3.4	0
Black or Black British	13	6	0
Chinese or other	5	0	0
Total	605.48	90.22	0

ETHNIC AND GENDER ANALYSES OF GRIEVANCES TAKEN OUT 1 APRIL 2004-30 SEPTEMBER 2004

	Men	Women	Disabled People
White	57	18	
Mixed	0	0	
Asian or Asian British	4	0	
Black or Black British	1	4	
Chinese or other	1	0	
Total	63	22	

DISCIPLINARY ACTIONS STARTED 1 APRIL-30 SEPTEMBER 2004

	Women	Men	Disabled People
White	3	37	Not available
Mixed	0	1	
Asian or Asian British	0	2	
Black or Black British	0	4	
Chinese or other	1	1	
Total	4	45	

PERMANENT PROMOTIONS 1 APRIL 2004-30 September 2004 (Note 9)

	Men	Women	Disabled People
White	367	77.8	0
Mixed	4	0	0
Asian or Asian British	8	0	0
Black or Black British	4	3.72	0
Chinese or other	4	0	0
Total	387	81.52	0

TEMPORARY PROMOTIONS 1 APRIL 2004-30 SEPTEMBER 2004

	Men	Women	Disabled People
White	101	13	0
Mixed	0	0	0
Asian or Asian British	2	1	0
Black or Black British	1	0	0
Chinese or other	0	0	0
Total	104	14	0

EMPLOYMENT TRIBUNAL CASES TAKEN OUT 1 APRIL 2004-30 SEPTEMBER 2004 (Police & Staff)

	Men	Women	Disabled People
White	7	12	
Mixed		1	
Asian or Asian British	3	1	
Black or Black British	1	3	
Chinese or other	4	2	
Total	15	19	

There is no record as to whether an individual bringing a tribunal claim has a disability. However of the 34 new cases 4 involved claims of disability discrimination.

OUTCOMES OF EMPLOYMENT TRIBUNALS (Note 10)

During the period 1 April to 31 August 2004 a total of 59 employment tribunal claims were concluded. 18 claims (30%) were withdrawn, 7 (12%) were struck out by the tribunal and 26 (44%) were settled. 8 claims (14%) went to a contested hearing and of these 7 were successfully defended by the MPS and one case was lost. The total sum paid in settlements to 31 August amounts to £520,000. However, one long running claim that was delayed for reasons associated with Liversidge (see 'Outcomes of employment tribunals 2003/04' above) accounts for more than half this sum. A single award of £13,980 was made against the MPS.

At the end of each ET case, a case review is conducted and learning and development points on an individual and organisational basis are identified. Recent examples include providing opportunities for individuals to work with specialist teams or on projects, providing minority group mentors and offering structured de-briefs and direct involvement in identifying learning.

Age Analysis of staff at 30 September 2004

Age range	No of staff
Under 20	30
20-29	7746.07
30-39	10874.29
40-49	10428.5
50-59	1544.36
60+	1

HUMAN RESOURCE TARGETS (Note 11)

	31/3/06 Target	31/3/05 Target	31/3/04 Actual
% of black and ethnic minority staff		7	6.54
% of women staff		19	18.15
% of black and ethnic minority staff in top 5% of earners			
% of women in top 5% of earners			
% of women joiners		29	29.3
% of black and ethnic minority joiners		17	15.3
% of staff who are disabled			0
Other (Please Specify)			

Part 2 - HR data continued. Police Staff, Traffic Wardens & PCSOs

STAFFING ANALYSIS AT 31 MARCH 2004

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		5,113.75		6,072.2	82.86
Mixed		56		115.28	1
Asian or Asian British		439.07		485.25	6
Black or Black British		518.33		1072.2	4.88
Chinese or other		144.7		180.71	2.83
Total		6,271.85		7,925.64	97.57

JOINERS IN 2003-04

Figures are Full Time Equivalents (FTE)	Men	Women	Disabled People
White	1162.96	1160.04	5
Mixed	19	32.83	0
Asian or Asian British	152.95	70.09	1
Black or Black British	136	172.57	1
Chinese or other	47	33.36	0
Total	1517.91	1468.89	7

LEAVERS IN 2003-04

Figures are Full Time Equivalents (FTE)	Men	Women	Disabled People
White	341.89	462.45	5.44
Mixed	4	5.15	0
Asian or Asian British	23.67	25.44	1.5
Black or Black British	22.44	40.54	0
Chinese or other	9	10.32	0
<i>Total</i>	401	543.9	6.94

ETHNIC AND GENDER ANALYSES OF GRIEVANCES TAKEN OUT DURING 2003-04

(FAW commenced May 2003)	Men	Women	Disabled People
White	30	46	
Mixed	0	1	
Asian or Asian British	1	4	
Black or Black British	3	7	
Chinese or other	0	2	
Total	1	3	

DISCIPLINARY ACTIONS STARTED IN 2003-04

	Men	Women	Disabled People
White (Includes N/K)	42	62	Not available
Mixed	0	0	
Asian or Asian British (includes Bangladeshi + Indian)	5	5	
Black or Black British	14	22	
Chinese or other (Includes any other group, Turkish/Cypriot + Greek Cypriot)	2	5	

PERMANENT PROMOTIONS MADE IN 2003-04 (Note 9)

Figures are Full Time Equivalents (FTE)	Men	Women	Disabled People
White	301.86	332.37	4
Mixed	2	6	0
Asian or Asian British	9	21.36	0
Black or Black British	22	55.84	1
Chinese or other	11	6	0
Total	345.86	421.57	5

TEMPORARY PROMOTIONS MADE IN 2003-04

Figures are Full Time Equivalents (FTE)	Men	Women	Disabled People
White	133	173.61	2
Mixed	1	3	0
Asian or Asian British	6	18.37	0
Black or Black British	15	33.33	0
Chinese or other	2	8.41	0
Total	157	236.72	2

STAFFING ANALYSIS AT 30 September 2004

	Men	Men	Women	Women	Disabled People
	Top 5% of earners	Total Organisation	Top 5% of earners	Total Organisation	Total
White		5462.3		6372.17	83.85
Mixed		63		127.68	1
Asian or Asian British		503.87		526.19	7
Black or Black British		557.44		1136.19	5
Chinese or other		163.07		199.99	2.83
Total		6749.68		8362.22	99.68

JOINERS 1 APRIL 2004-30 September 2004

	Men	Women	Disabled People
White	594.43	596.97	5
Mixed	9	16	0
Asian or Asian British	85.67	61.57	1
Black or Black British	46.56	90	0
Chinese or other	21	25.36	0
Total	756.66	789.9	6

LEAVERS 1 APRIL 2004-30 September 2004

	Men	Women	Disabled People
White	202.48	260.01	5
Mixed	4	7	0
Asian or Asian British	21.83	21.56	0
Black or Black British	16.15	33.34	0
Chinese or other	4.67	9	0
Total	249.13	330.91	5

ETHNIC AND GENDER ANALYSES OF GRIEVANCES TAKEN OUT 1 APRIL 2004-30 SEPTEMBER 2004

	Men	Women	Disabled People
White	20	25	
Mixed	0	2	
Asian or Asian British	2	1	
Black or Black British	2	10	
Chinese or other	2	1	
Total	2	2	

DISCIPLINARY ACTIONS STARTED 1 APRIL-30 SEPTEMBER 2004

	Men	Women	Disabled People
White	36	37	
Mixed	0	1	
Asian or Asian British (includes Indian, Bangladeshi + Pakistani)	10	6	
Black or Black British	9	22	
Chinese or other (includes any other group + Turkish)	2	2	

PERMANENT PROMOTIONS 1 APRIL 2004-30 September 2004 (Note 9)

	Men	Women	Disabled People
White	137	174.23	5
Mixed	0	4	0
Asian or Asian British	10	17.01	0
Black or Black British	10.6	21.89	0
Chinese or other	3	9.82	0
Total	160.6	226.95	5

TEMPORARY PROMOTIONS 1 APRIL 2004-30 September 2004

	Men	Women	Disabled People
White	53	87.69	1
Mixed	1	1	0
Asian or Asian British	4	9.4	0
Black or Black British	6	15.43	0
Chinese or other	0	2.8	0
Total	64	116.32	1

Age Analysis of staff at 30 September 2004

Age range	No of staff
Under 20	160.46
20-29	3260.55
30-39	4538.21
40-49	3745.84
50-59	2929
60+	477.84

HUMAN RESOURCE TARGETS (Note 11)

	31/3/06 Target	31/3/05 Target	31/3/04 Actual
% of black and ethnic minority staff		21	21.2
% of women staff		-	55.8
% of black and ethnic minority staff in top 5% of earners			
% of women in top 5% of earners			
% of women joiners		-	49.2
% of black and ethnic minority joiners		21	22.2
% of staff who are disabled			0.2

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Part 3 - Buildings and facilities

Type of expenditure	2005/06 Budget £'000	2004/05 Forecast £'000	2003/04 Actual £'000
Expenditure to makes buildings accessible to disabled staff	Capital 2,600	5,300	1,560
Expenditure to make facilities available to women staff	See note		
Expenditure to make buildings accessible to disabled people	See note		
Expenditure to ensure facilities are available for women	See note		
Other (Please Specify)			

Costs above benefit disabled staff and disabled people generally
It is not possible to identify separately from the overall Property Services costs the costs of making buildings and facilities accessible for women.

PART 3 TARGETS

Targets	31/3/06 Target	31/03/2005 Target	31/03/2004 Actual
% of buildings fully accessible to disabled staff	80%	73%	67%
% of buildings fully accessible to disabled members of the public	80%	73%	67%
% of buildings providing full facilities for women staff	99%	99%	99%
% of buildings providing full facilities for women members of the public.	100%	100%	100%
Other (please specify)			

Part 4 - Services to the public

Budgeted Staff 2004/05	Service	2005/06 estimated budgets		2004/05 budgets		2003/04 outturn		
		Staff	Overheads	Staff	Overheads	Staff	Overheads	
558	Community Safety Units (inc Public Protection Units, Vulnerable Persons Units and Sexual Offences Investigations Teams)	28,579,289	7,144,822	27,746,883	6,936,721	26,446,250	6,611,563	
99	Borough Liaison Officers and Misc.	5,771,162	1,442,790	5,603,070	1,400,767	4,484,918	1,121,230	
192	Youth & Community Development	9,494,803	2,373,701	9,218,256	2,304,564	8,059,513	2,014,878	
175	Safer Schools Partnerships	8,299,825	2,074,956	8,058,082	2,014,521	6,804,716	1,701,179	
11	Homeless project	554,058	138,514	537,920	134,480	518,504	129,626	
20	Project Sapphire	1,064,744	1,785,000	1,033,732	1,660,000	795,906	1,800,000	Sapphire Team increased due to phasing in additional cold case officers
265	Sapphire Teams	13,431,764	3,357,941	13,040,547	3,260,137	11,689,430	2,922,357	(Not included in last return)
11	Operation Jigsaw	686,096	0	666,113	0	0	0	Joined-up', multi agency response to public protection
104	Clubs & Vice Unit	5,252,926	35,460	5,099,929	35,460	5,045,952	3,917	
397	Operation Trident/Trafalgar	22,325,905	4,166,139	21,675,636	4,166,139	18,598,317	3,595,052	Trafalgar accounts for most of cost increase.
4	Cultural & Community Resource Unit	194,893	0	189,217	0	170,916	0	

648	Child Abuse Investigation Command	31,766,597	2,190,594	30,841,356	2,206,354	27,131,180	2,769,284
36	Operations Maxim & Reflex	2,125,429	-723,264	2,063,523	-723,264	0	0
0	Interpreters' Fees	158,620	6,899,339	154,000	6,899,339	147,000	7,440,784
0	Diversity Directorate - Reinvestigations Team	0	0	0	0	3,057,550	632,080
0	Diversity Directorate - Proactivity and Intelligence Team	0	0	0	0	2,906,065	620,588
0	Diversity Directorate - Service Delivery Team	0	0	0	0	1,468,276	310,294
0	Diversity Directorate - Review Team	0	0	0	0	460,506	103,431
Diversity Directorate 2003/04 external expenditure						7,892,396	1,666,393
12	Diversity Directorate - Intelligence Cell Analysis Section (ICAS)	651,527	45,071	632,550	45,071		
18	Diversity Directorate - Strategic Relations Team	1,445,279	99,923	1,403,184	99,923		
8	Diversity Directorate - Borough Programmes Team	838,506	55,858	814,084	55,858		
7	Diversity Directorate - Critical Incidents Team	363,834	27,493	353,237	27,493		
101	Diversity Directorate - Reinvestigations Team	5,100,960	396,679	4,952,388	396,679		
17	Diversity Directorate - Family Liaison Officers	860,467	56,278	835,405	56,278		
19	Diversity Directorate - Community Safety Unit Support	912,587	940,481	886,006	1,290,481		

Diversity Directorate 2004/05 external expenditure		10,173,159	1,621,784	9,876,853	1,971,784	0	0
	Publicity campaigns		690,000		690,000		700,000
1	Arrest Referral Scheme	68,675	561,000	66,675	561,000	65,510	77,821
	Roll out of female MetVests		0		0		929,700
4,814	Total	139,947,944	33,758,777	135,871,790	33,518,001	117,850,509	33,483,784

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Specialist operations

SO Departments are appended here because by the international nature of the work of these three branches, their work necessarily impacts on persons from different races and world faiths. However, to place these figures in the main table would make comparison with previous submission's totals invalid.

Budgeted Staff 2004/05	Service	2005/06 estimated budgets		2004/05 budgets		2003/04 outturn	
		Staff	Overheads	Staff	Overheads	Staff	Overheads
935	Special Branch (SO12)	49,706,842	3,594,097	48,259,070	3,594,097	51,256,341	8,599,000
371	Anti-Terrorist Unit (SO13)	19,499,807	1,762,747	18,931,851	1,762,747	20,554,644	5,910,000
807	Diplomatic Protection Group (SO14)	44,784,611	392,552	43,480,205	392,552	42,630,541	-161,000
2,113	Total	113,991,260	5,749,396	110,671,126	5,749,396	114,441,526	14,348,000

Close protection, National Terrorist Financial Investigation Unit, Ports policing. The nature of SO12's work brings it into the realms of international threats to the UK, and NF/BNP activity, hence impacting on minority ethnic communities. Only a small part of SO12's work is 'non-Diversity', e.g. Animal Rights Terrorism, Official secrets act breaches and voting irregularities. Similarly to SO12, SO13's work deals with the investigation of terrorism, and in the present climate has an impact on minority ethnic groups, except where animal rights terrorism is concerned.

APPENDIX 1. Race Equality Scheme Action Plan

Action Plan			
PROJECT AREA		Race Relations Amendment Act 2000	
OBJECTIVES		Identify relevant policies, assess, consult, publish, monitor and review	
1	Key Tasks, Activities and Milestones	2	Dates and People
3	Progress Achieved		
Main work to be undertaken		By when	By whom
Identify key functions of the MPS.		March 2002	Diversity Directorate
Identify all MPS Policies.		Sept 2002	Head of PCH
Develop a template for the review of policies and a process for the assessment of policies with consultation, monitoring and publication.		On-going	Head of PCH
			Key functions identified and published in MPS Race Equality Scheme.
			All MPS policies have been identified. Initially 2,700, which have been rationalised down to 1,700 and we are likely to finish process in December 2004 with 172 policies.
			Design and use of Policy Workbook and accompanying Guide. Assessment, monitoring and consultation are built into the new process. A number of changes have been made to the process following constructive feedback and lessons learned.
Action Plan			
PROJECT AREA		Race Relations Amendment Act 2000	

OBJECTIVES		Deliver training for Policy Developers / Managers	
1	Key Tasks, Activities and Milestones	2	Dates and People
3	Progress Achieved		
Main work to be undertaken		By when	By whom
Design and deliver a training package for those who write policies and for those that commission, own and approve policies.		On-going	Head of PCH
			Training package and a briefing package have been designed by PCH. By September 2004, 360 policy developers had been given a half-day course on the process and impact assessment. Having trained all those policy developers originally identified courses will continue to take account of staff turnover. Each of the 16 Strategic Committees that commission, own and approve all organisational policy have been briefed.

Action Plan			
PROJECT AREA		Race Relations Amendment Act 2000	
OBJECTIVES		Identify local policies. Impact assess and deliver appropriate training.	
1	Key Tasks, Activities and Milestones	2	Dates and People
3	Progress Achieved		
Main work to be undertaken		By when	By whom
Develop a local process to ensure compliance with the RR(A)A in respect of local policies.		31 May 2005	Head of PCH
Conduct a performance needs analysis to identify training and development needs re. local policy. Make arrangements for delivering suitable training or development.		31 May 2005	Head of PCH
			This process forms the second phase of the MPS response to the requirements of the RR(A)A.
			This process forms the second phase of the MPS response to the requirements of the RR(A)A.

Action Plan			
PROJECT AREA		Race Relations Amendment Act 2000	
OBJECTIVES		Train staff in the three strands of the general duty	
1	Key Tasks, Activities and Milestones	2	Dates and People
3	Progress Achieved		
Main work to be undertaken		By when	By whom
Training Needs Analysis to be conducted based on role, need and request.		30 Oct 2004	Training Standards Unit
Training material to be devised.		31 Dec 2004	Training Standards Unit
RR(A)A training to commence delivery.		Begin 4 Jan 2005	Diversity Training Branch
Internal and external evaluation, with publication of results.		Begin 4 Jan 2005	
Questionnaire employed to ascertain knowledge and need, prior to submission to RR(A)A Steering Group and Training Management Board.			
Previous evaluations to be included.			
Different methods under consideration.			
To include community consultation.			
Action Plan			
PROJECT AREA		Race Relations Amendment Act 2000	
OBJECTIVES			

Train staff in the specific duties			
1 Key Tasks, Activities and Milestones		2 Dates and People	3 Progress Achieved
Main work to be undertaken		By when	By whom
Training Needs Analysis to be conducted based on role.		30 Oct 2004	Training Standards Unit Questionnaire employed to ascertain knowledge and need, prior to submission to RR(A)A Steering Group and Training Management Board.
Guidelines on conducting impact assessments.		Published Sept 2003	Head of PCH Published.

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Action Plan			
PROJECT AREA		Race Relations Amendment Act 2000	
OBJECTIVES		Meeting the Employment Duty through ethnic monitoring: Numbers of staff in post	
1	Key Tasks, Activities and Milestones	2	Dates and People
3	Progress Achieved		
Main work to be undertaken		By when	By whom
Workforce Data Report to be included in Freedom of Information publications scheme.		September 2004	Head of HR Planning & Performance Unit
			Compliant (published through monthly Workforce Data Report).

Action Plan			
PROJECT AREA		Race Relations Amendment Act 2000	
OBJECTIVES		Meeting the Employment Duty through ethnic monitoring: Applicants for employment	
1	Key Tasks, Activities and Milestones	2	Dates and People
3	Progress Achieved		
Main work to be undertaken		By when	By whom
Complete build and testing of additional MetHR facility for local police staff recruitment		Complete Sept 2004	Project Director, MetHR Compliant for police officer applications and central police staff recruitment. All police officers are recruited centrally. All applications are recorded on the MetHR system with monitoring undertaken by the Recruitment Management Information Unit. Similarly, all applications for police staff recruitment for central campaigns are now recorded on MetHR thereby enabling full monitoring. The recruitment call centre also logs all requests for application packs with full ethnic origin data, thus enabling monitoring of expressions of interest even when applications are not returned. In addition, when application packs are provided in bulk, a registration of interest form (which includes ethnic origin) is completed for each pack distributed. The details on that form are subsequently entered into MetHR to enable full monitoring.
Complete training of local HR staff on new facility		31 Dec 2004	Project Director, MetHR Training for local HR staff takes place from September through to December 2004. Thus, the full recording of police staff recruitment applications will roll out progressively across the MPS during this period (August to December 2004), during which time monitoring through MetHR will expand and be complete by the

Full monitoring of local police staff recruitment	1 January 2005	Director of Recruitment	end of 2004. In the interim, the existing paper-based monitoring system will continue.
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Action Plan			
PROJECT AREA		Race Relations Amendment Act 2000	
OBJECTIVES		Meeting the Employment Duty through ethnic monitoring: Applicants for training	
1	Key Tasks, Activities and Milestones	2	Dates and People
3	Progress Achieved		
Main work to be undertaken		By when	By whom
Introduce facility for recording all training applications on MetHR functional upgrade.		Early 2005	Project Director, MetHR
Commence full monitoring of training applications.		Early 2005	Training Management Information Unit
Applications for training are not currently recorded in a manner that allows the required monitoring.			
A MetHR facility for recording all training applications is to be included in the next functional upgrade of the system in early 2005, from when full monitoring will be undertaken.			

Action Plan			
PROJECT AREA		Race Relations Amendment Act 2000	
OBJECTIVES		Meeting the Employment Duty through ethnic monitoring: <u>Applicants for promotion</u>	
1	Key Tasks, Activities and Milestones	2	Dates and People
3	Progress Achieved		
Main work to be undertaken		By when	By whom
Complete design, build and testing of METHR functionality		30 Nov 2004	Project Director, MetHR Compliant for police officer promotions and central police staff selections. All police staff selections might involve promotions, though are run as job-specific selection processes and are open to everyone to apply. Generic promotion processes no longer operate. Complete.
Issue work instructions and guidance for local HR staff		31 Dec 2004	Director of Recruitment Full monitoring for local police staff applying for a higher band will commence January.
Action Plan			
PROJECT AREA		Race Relations Amendment Act 2000	
OBJECTIVES		Meeting the Employment Duty through ethnic monitoring:	

		Those who receive training; those who benefit or suffer detriment as a result of performance assessment.			
1	Key Tasks, Activities and Milestones	2	Dates and People	3	Progress Achieved
Main work to be undertaken		By when	By whom		
Those who receive training					
Complete the recording of centrally delivered training.		31 Dec 2004	HR Directorate of Training and Development.	The facility exists on MetHR for recording and thus monitoring all training.	
Complete the recording of locally delivered training and development activity.		31 Dec 2004		Though improving, the records are currently incomplete. Training co-ordinators across the MPS and training providers in the central schools and training units are currently working to complete the records.	
Introduce inspections of local training units to ensure recording on MetHR.		31 Dec 2004		Further work is also required to fully record all locally delivered training and development activity.	
Those who benefit or suffer detriment as a result of performance assessment					
Completion of the updating of administrative procedures by local units.		31 Dec 2004	Career Management & Retention Unit	The assessment against this requirement is currently taken as a performance assessment having been completed or not. This matches the current basic functionality of MetHR.	

<p>Introduction of enhancements to the PDR aspects of MetHR to facilitate additional information and monitoring.</p>	<p>Early 2005</p>	<p>Project Director, MetHR</p>	<p>Complete corporate-level monitoring data is not presently available due to a number of local HR units having not yet completed the updating of their administrative procedures following introduction of MetHR.</p> <p>Enhancements to this aspect of MetHR are to be made in the next functional upgrade early in 2005, which will provide for additional information and monitoring.</p>
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Action Plan			
PROJECT AREA		Race Relations Amendment Act 2000	
OBJECTIVES		Meeting the Employment Duty through ethnic monitoring: <u>Those involved in grievance procedures; discipline; those who cease employment; publication of monitoring data</u>	
1	Key Tasks, Activities and Milestones	2	Dates and People
3	Progress Achieved		
Main work to be undertaken		By when	By whom
Those involved in grievance procedures			
Monitoring data to be expanded to meet the 16+1 ethnic origin categorisation system.		30 September 2004	FAW Co-ordinator
Explore the recording of FAW cases on MetHR.		30 September 2004	FAW Co-ordinator
Those involved in disciplinary procedures			
Complete the recording of all discipline cases on MetHR		31 October 2004	Police Staff Discipline Unit
Examine inequalities		Begin Oct 2004	
Those who cease employment with the MPS			
Put in place arrangements to publish			

<p>RR(A)A monitoring data annually on the internet.</p> <p>Publish Employment Duty Annual Report on internet.</p>	<p>31 October 2004</p>	<p>Head of HR Planning & Performance Unit</p>	<p>Largely compliant through inclusion of HR Headline Scorecard and Workforce Data Report on publications scheme. Production of Employment Duty Annual Report will ensure full compliance.</p>
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Action Plan			
PROJECT AREA		Race Relations Amendment Act 2000	
OBJECTIVES		Devise and deliver a fair procurement strategy in response to the RR(A)A	
1	Key Tasks, Activities and Milestones	2	Dates and People
3	Progress Achieved		
Main work to be undertaken		By when	By whom
Devise and publish an MPS procurement strategy		Dec 03	Procurement Services
Include additional equality requirements in 'terms and conditions' in contracts.		Dec 03	Procurement Services
Promote race equality issues, and pursue initiatives that develop how we engage Small Black and Minority Ethnic businesses.		Ongoing	Procurement Services
			Procurement strategy has been published and this states how the MPS will respond to the requirements of the RR(A)A. Discussions are ongoing with the MPA to put in place performance measures.
			Terms and conditions in contracts have been amended.
			Attendance at GLA Equalities in Procurement Network meetings and ongoing work within GLA family to assist development of Small BME businesses to enable them to more ably meet our sourcing requirements. We are working closely with the consultants engaged by London Development Authority to progress this.

APPENDIX 2 Disability Discrimination Act Action plan

Metropolitan Police Service Disability Discrimination Act Action Plan

Introduction

1. The Disability Discrimination Act (DDA) 1995 aims to end the discrimination which many disabled people face. In relation to the duties imposed by the Act, the MPS will continue to focus on disabled peoples' rights in the areas of:
 - Employment
 - Access to goods, facilities and services.
2. *The vision is to make the MPS a fully inclusive organisation for disabled people both those we employ and seek to employ and those for whom we provide service. This will contribute to the MPS Vision of making London the safest major city in the world by underpinning the values of working in partnership and treating everyone fairly.*
3. The MPS has recently taken part in the Employers Forum on Disability's (EFD) 'Disability Standard' Benchmarking standard survey. The exercise involved 10 leading organisations, primarily private sector. The MPS was the only police service to participate. The report indicates that the MPS has made progress in starting work in a range of areas and identifies areas of good practice.
4. The MPS has been successful in ensuring that many of the important foundations for achieving disability equality have been put in place. These include top-level commitment, ensuring equality in recruitment and selection, working towards the accessibility of premises, and investing the human and financial resources to achieve change. In

addition, the documentary evidence provided showed some examples of best practice. EFD were impressed by the various fairs and disability awareness events developed and hosted by the MPS, and the work done to set up the Disability Independent Advisory Group.

5. *At a structural level, the Disability Discrimination Act (DDA) and disability in general is part of the MPS Policy Development process and the Diversity Directorate's Strategic Disability Team provides a focus to disability issues within the organisation, to make it fully inclusive for our own staff and those for whom we provide a service in London.*
6. The MPS, through its Strategic Disability Team and Disability Project Board will now be engaging with the results of the above survey, as well as other reports including the GLA Budget and Equalities Review and the Local Government Equalities Standard Review to identify priorities and an action plan, which the Project Board will monitor. This work will feed into a new MPS diversity strategy, which is projected for completion within the next 12 months.
7. The table below therefore is an interim breakdown of activity supporting DDA compliance and good practice, which is ongoing within this financial year and will be subject of resource commitments for further financial periods. Costs are shown where available, but many aspects are either not yet possible, or at least very difficult, to quantify at this time and further work will be required to fully cost the plan.

DDA Focus	Portfolio	Project/Aims	Activities/Detail	Targets	Expenditure 04/05 forecast	Expenditure 05/06 forecast
Service Delivery	Property Services	Front Office Refurbishment project - 2 Front Offices on each Borough compliant with DDA	Access surveys, hearing loops, alarms, ramps, lifts, hoists signage etc, plus reactive adaptations where there is a known requirement for a disabled member of staff	80% of buildings fully accessible to disabled members of the public by 2006	£4053K	£1600K
Service Delivery and Employment	Property Services - Facilities Management	Upgrade of estate to meet DDA requirements on accessibility	Access surveys, hearing loops, alarms, ramps, lifts, hoists signage, lighting etc,	80% of buildings fully accessible to disabled staff by 2006	£5300K (Inclusive of front office refurbishment)	£2600K (Inclusive of front office refurbishment)
Service Delivery	Property Services	DDA Custody provision - Charing Cross Custody pilot		Accessible custody provision	£47K	

Service Delivery	Territorial Policing	Review of Criminal Justice issues for DDA Compliance	Wide spanning project to consider DDA issues across criminal justice portfolio	To establish a TP DDA Programme Board to coordinate a number of strands, including accessibility of custody suites, transport, accessible forms etc	Still at project initiation stage	Awaits
Employment	Human Resources – Recruitment	Assessment of recruitment applicants who disclose impairments	Specialist medical reports		£8K (Police officers only)	£36K (Estimation based on recruitment targets)
Service Delivery	Diversity Directorate	National ACPO Hate Crime Manual	Inclusion of guidance to forces on Hate Crime against Disabled people	Revised and extended Autumn 2004		
Employment	Human Resources – Selection and retention	Assessment of existing staff who disclose impairments – in selection, progression and retention applications	Specialist medical reports	Up to 200 assessments per year		Up to £60K

Employment	Human Resources – Training & Development	Disability Awareness Learning Resource (employment) - To support and develop a Disability competent workforce	Programme delivered to MPS by Centrex – (Awaits strategic decision on implementation)	Home Office/ACPO expectation that the resource will be disseminated to all staff	Developed nationally and funded through the Home Office	Dependant on implementation decision
Service Delivery	Human Resources – Training & Development	Disability Awareness Learning Resource (Service delivery) - To support and develop a Disability competent workforce	Programme to be delivered to MPS by Centrex in December 2004, (Awaits strategic decision on implementation)	Home Office/ACPO expectation that the resource will be disseminated to all staff	Developed nationally and funded through the Home Office	Dependant on implementation decision
Service Delivery and Employment	Diversity Directorate	Disability and the Police Learning e- learning programme	Provision of project manager from MPS to Centrex (1 sergeant for 6 months)	Delivery of programme to all police forces by January 2005	Programme funded by Home Office – project manager supplied from MPS Strategic Disability Team resources	Accessible through NCALT web portal – only opportunity cost of abstraction to consider, which is dependant on implementation decision

Service Delivery	Diversity Directorate	Support Borough Disability Awareness Training	Pilot programme in Greenwich, utilising national training resources as developed by Centrex	January 2005 to June 2005	£25K	£25K
Service Delivery and Employment	Diversity Directorate	Deaf Awareness Training	2004/05:9 courses 2005/6 Projection: 12	200 line managers per annum	£5K	£6K (Awaits confirmation)
Service Delivery and Employment	Diversity Directorate	Dyslexia Awareness Raising for managers	2 x ½ days + 1 day, centrally delivered in the briefing room at New Scotland Yard	200 line managers	£3K	Awaits decision on 05/06 requirement
Employment	Human Resources – Training & Development	Dyslexia Support for recruits during Foundation Training	One to one tuition, specialist assessments and reports. Provision of specialist resources (reading overlays, recording devices	Support of recruitment and retention targets	£20K	£45K

Service Delivery	Diversity Directorate	Establishment of a Disability Independent Advisory Group to advise and guide the MPS on all matters at a strategic level with a disability perspective	Group of 21 recruited through an independent executive, representing a broad span of	Established in 2004	<p>Set up costs (Publicity, provision of alternative formats) = £26K</p> <p>Maintenance Expenses and travel £8K</p>	<p>Maintenance Expenses and travel £15K</p>
Employment	Diversity Directorate	DDA Publicity Event - Raise awareness of most prevalent disabilities	Disability Information Fair at New Scotland Yard April 04 – supported by Disability charities	100 MPS line managers'	<p>£1K</p> <p>(For refreshment and IT only, as Disability charities gave their time freely)</p>	Awaits decision on 05/06 requirement

Service Delivery and Employment	Diversity Directorate	Provision of a Strategic Disability Team - providing Strategic Support and Policy guidance to MPS	1 x Director 2 x Band Cs 1 x Inspector 2 x Sergeants 1 x Band F	<p>To give a focus to disability issues in the MPS, to make the MPS fully inclusive for internal staff and London public.</p> <p>The Director also has a portfolio to work with ACPO and Home Office on national standards and policies on disability</p>	£325K	Dependant on outcome of restructuring of MPS Diversity Directorate
Service Delivery and Employment		Seconded chief inspector to the Employers' Forum on Disability	EFD are supporting ACPO and the Home Office in the development of national policies, implementation and sharing best practice nationally	Supporting police forces nationally through coordinating the national police network	£60K	£61K

Service Delivery	Territorial Policing	Borough Mental Health Liaison Officer (BMHLO)	Support in delivering appropriate policing response to mental health issues	Establishment of at least one BMHLO on every London Borough	Difficult to extrapolate cost as role is not generally full time but managed alongside other portfolios	
Service Delivery	Diversity Directorate	Borough Mental Health Liaison Officer – performance needs analysis	Define the role – identify role requirements and support in order to most effectively deliver a police service on mental health	Completion by 2 nd November 2004	Covered by Strategic Disability team resources	
Service Delivery	Diversity Directorate	Biennial Mental Health Liaison Officer Conferences	Strategic briefing, Sharing of good practice, awareness raising, for all London Borough reps	Borough based mental health liaison officers.	£5K	£5K
Employment	Directorate of Information (DoI)	Maintenance of the DoI Diversity Forum	Established to address all aspects of Diversity (including DDA)	To support the recruiting and retaining a diverse workforce.	Awaits	Awaits

Employment	Directorate of Information (Dol)	Provision of a Senior Executive Officer to act as lead and "conscience" re DDA and technology			Managed within individual's other portfolios – not costed at this time	
Employment	Directorate of Information (Dol)	Dedicated Forum (Dol Disability Technical Services) re issues				
Employment	Directorate of Information (Dol)	Disability Concept Office	Continue to support disabled staff through IT solutions	Further Development of the resource at Edinburgh House	Awaits	Awaits

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APPENDIX 3. Equalities for all. Service Improvement Plan Progress

Vision and Leadership

The GLA Group adopt a commonly shared vision in respect of equalities

Complete. Signed up to at launch.

The GLA Group adopt six high level equalities categories for service and employment purposes [Gender, race, sexuality, disability, age and faith]

Agreed at Diversity Board. Now fully implemented into policy clearing house system so that all service policies have been, are in the process of, or will be scoped with reference to the 6 categories. Diversity Directorate realigned to 6 categories and corporate performance pack likewise.

Each organisation review and identify the appropriate target groups for their services.

Continuous work through Diversity Forum and sub-committees, however, the socially excluded and target groups list has been widely promulgated throughout the service.

The GLA Group commit to achieving Level 5 of the Equalities Standard by 31 March 2005

See separate section on level 5.

The GLA Group adopts the social model of disability.

The Disability Board has formally adopted this as service policy in respect of disabilities, and the model is in the process of being explained to staff through central diversity lectures at New Scotland Yard

Exemplary Employer

The GLA Group adopts the definition of “Exemplary Employer”.

GLA led.

GLA Group adopt and implement the exemplary employer benchmark template to ensure continuous improvement
Dependant on 7, above.

The GLA Group establish an HR Officers Network.
Established. MPS is represented.

GLA Group should establish challenging equalities recruitment targets.

The MPS is facing serious difficulties reaching recruitment targets that were set with the HO at a time when London's population was less diverse than it is now. Whilst PCSO recruitment has seen the number of VEM officers at 38%, other areas of police staffing, particularly police officers, lag far behind the long-term target of 25%.

GLA Group should identify and address the disparities between different staff groups.

DOIT is progressing work in relation to the 6 equalities groups, and also police (civil) staff and part time workers.

The GLA Group jointly commission an independent process to devise a common exit interview methodology so that all staff leavers have an opportunity to discuss their experience of the GLA Group in a confidential way as part of an independent and confidential process.

The HR directorate has commissioned an external company that has performed a pilot exit survey, an independent long-term process within the MPS is under development.

Service Improvement

The GLA Group to research, analyses, report and disseminate information on services in a co-ordinated way [internally/externally]. The information should be produced in accessible formats for key equality target groups.

Awaits GLA lead, however, MPS publications, where relevant are produced in a growing range of appropriate languages and media: large print, electronically for electronic reading programmes for blind people, Braille (police warrant cards now have POLICE in Braille on them).

Each GLA Group organisation reviews its functions and services to ensure that all equalities targets [in respect of service delivery] are set with appropriate systems for monitoring them and reporting the results.

Corporate performance pack developed and currently on trial at Waltham Forest Borough

The GLA and each organisation agree the key targets and equality related indicators to be included in the quarterly performance reports submitted to the Mayor.

GLA and MPS/MPA work on Equalities Budget process.

The GLA Group undertake a review of existing methods of community liaison and make recommendations on how best to deliver a more joined up approach to community liaison including improvements in sharing information.

The MPS, through the Diversity Directorate, has established nominated borough leads for LGBT, travellers, & Athena sport (anti-racism in sport). There are established borough liaison and partnership units.

The GLA Group undertake a review of the existing methods of conducting equalities impact assessments across the GLA Group and develop appropriate support and training for staff to ensure that the outcomes are implemented.

GLA led. NB The MPS has established a policy clearing house process to ensure Equalities impact assessments are carried out in respect of new policies.

Establish a Complaints Forum

Rep from DCC8 to be nominated when forum established by GLA.

Consultation

The GLA Group review and strengthen the terms of reference for the Consultation Network [CN]

GLA led.

The GLA Group reconstitute the Equalities Commission.

GLA led.

The GLA Group use the Equalities Commission to:

Advise on the consultation undertaken and planned and advise on the impact on strategic planning;

Play a role in reviewing consultation undertaken and assisting with the dissemination of the results of consultation;

Advise on the performance of the GLA Group in respect of equalities issues.

GLA led.

The “Equalities for All” Review recommends that the “Listening to Londoners” Review address some key issues.
GLA led.

Culture Change

High-level commitment to the review’s findings and recommendations to be publicly stated.
Complete. Official launch at City Hall.

Mainstream equalities throughout each of the GLA Group organisations.
New Diversity structure intended to achieve this.

The GLA Group use the communications network to ensure information flows through the different levels of each organisation

Two-way briefings performed regularly by Sir John Stevens to large numbers of staff, and giving clear commitment to equalities issues.
HR group to review communications.

The GLA Group agree to a programme of management and culture change and investigate their existing policies and legislation governing their services to identify and remedy issues that impede the mainstreaming of equalities.

DOIT team in process of identifying internal barriers. PACT researching external barriers to recruitment.
DTSU developing model for managing diversity.
Staff consulted through surveys, focus groups for minority staff.

The GLA Group establish an Equalities Network.
GLA led.

Performance Management

The GLA develop, in partnership with the functional bodies, a set of equality indicators to complement the corporate health indicators currently monitored and reported on.

GLA led, but MPS has developed the Corporate Performance Pack for Diversity.

The GLA Group adapt the CRE's toolkit for auditing race equality to address the areas of race, gender and disability.
GLA led.

A procurement officers' network should be established.
Established.

The LDA develop specific procurement strategies.
LDA led.

The Economics Group, the Data Management and Analysis Group and the Policy Support Unit to work closely together to review/explore methods of systematically collecting information on demographic trends in respect of equality target groups.
GLA led.

GLA to promote the effective dissemination of data and information relating to equality groups [within the GLA Group]
GLA led.

The GLA develops the process of integrating the equalities agenda with the budgets and business plans of the GLA Group.
Ongoing process between GLA and MPS/MPA.

The GLA Group adopt the Service Improvement Plan.
Presented and signed up to.

The Chief Executive of each organisation to be responsible for implementation of Service Improvement Plan.
Signed up to by Commander Diversity on behalf of the Commissioner.

APPENDIX 4 Emerging Recruitment Strategy

*. Recruitment within the MPS
“Emerging Strategy”
September 2004*

Simon Marshall
Director of HR Recruitment

1. Introduction

1.1 This document represents an emerging strategy that 'points the way' for recruitment within the MPS over the short and longer term. The strategic direction has been steered by the desire to be a police service that reflects the communities it serves and informed by: -

- AC Ghaffur's Report on Race and Diversity, following "The Secret Policeman" documentary
- Agreed targets
- Agreed objectives
- Input from the Management Board, MPA and Mayor of London's Office

1.2 At the end of the financial year 2003/04 the number of police officers in the Metropolitan Police Service stood at 30,265. This represents the highest level of officers ever (taking into account boundary changes). The increase in police numbers will enable us to move ever closer to delivering the type of policing that Londoners wish to see – one that is visible, familiar and accessible, furthermore, it will allow the organisation to respond to the enhanced terrorist threat, meet the challenge of combating street crime and burglary.

1.3 The Strategy has two major aims; firstly, in the short-term, to manage the allocation of the substantial pool of recruits to training school intakes following the success of the 'batch-process' last summer; and, secondly, introduce a paradigm shift in the recruitment methods used to recruit officers from visible ethnic minorities and other underrepresented groups. **However, it must be emphasised that until we have managed the pool of existing candidates, our ability to implement radical and innovative recruitment processes that will effectively impact on diversity targets, will be frustrated.**

1.4 The Strategy will make the most use of Census data and management information to focus recruitment resources on specific groups within the London population. This approach will mark a significant departure from the previous "broad-brush" approach adopted.

1.5 The Strategy will be dependent upon the systematic promulgation of awareness within the community about career opportunities within the MPS. The Strategy will work towards dispelling misconceptions held by people within the community about careers within the MPS, thus effecting an attitudinal change. This approach is supported by the initial findings of a recent piece of qualitative research undertaken by the Metropolitan University. To help facilitate this objective, the central positive action team has recruited over 420 local volunteers, who have been fully trained and receive support and guidance from the central team. It is envisaged that the positive action team and volunteers will forge strong, sustainable links throughout local communities.

Implications

1.6 The Strategy is concerned with setting the scene for activity and the blueprint for the future, namely a fully inclusive and diverse workforce. Due to the existing levels of visible ethnic minority representation within the policing ranks, the movement towards the desired position will only be achieved through recruitment. The existing

Home Office targets would mean that the vast majority of police recruits over the next five years would need to be drawn from visible ethnic minority groups. This means that the application pool will need to comprise mainly applicants from visible ethnic minorities.

2. 2003-2004 – across the MPS family

2.1 Hendon intakes have increased from 1,350 in 2000/01 to 2,975 in 2003/04. To achieve this increase (120% over 3 years), substantial recruitment activity has taken place with great success. In June 2003 there was a backlog of over 6,000 new applicants and average processing time (from receipt of application to offer, not Hendon intake date) was 44 weeks. A Taskforce was established that successfully progressed all existing applicants. At the same time, a cessation in sending out new application packs as part of a generic campaign was introduced.

2.2 Our 03/04 recruitment (with comparison to past achievements) was as follows:

Table 1

	2003/04		1998/99		1993/94	
	Number	%	Number	%	Number	%
Female	986	29%	347	21.3%	268	25.5%
VEM	516	15%	92	5.6%	74	7.0%
White Male	1,970	59%	1,194	73.1%	709	67.5%
Total	3,362	100%	1,633	100%	1,051	100%

2.3 In short, all our recruitment targets were achieved with an overall surplus of candidates within the recruitment process carried over into 2004/05. These targets in turn, together with workforce retention, impacted upon our workforce strength targets of 18.0% (Female) and 6.6% (VEM) respectively.

2.4 The 'volume' areas for central police staff recruitment were Police Community Support Officers (PCSOs) and Communication Officers. The 03/04 recruitment target for PCSOs was 1,195, comprising 838 community/security posts and 357 transport posts. Recruitment of PCSOs has progressed satisfactorily with 1,077 joining (689 community/security and 387 transport). The recruitment of PCSOs from minority groups was particularly noteworthy with 372 VEMs (34.6% against a target of 25%) and 333 females (30.9% against a target of 29%) recruited by year-end. The 03/04 recruitment target for Communication Officers was 617 with 615 joining.

2.5 During the year, 2,159 members of police staff (excluding PCSOs) joined the MPS. Of these, 379 (17.6%) were from VEM groups and 1,246 (57.7%) were female.

3. 2004-2005 – managing the existing pool of candidates

3.1 The Metropolitan Police Authority and Mayor of London’s Office have made a commitment to growth in officer numbers next year (04/05) and the MPS is planning on increasing its overall budgeted workforce for police officers. However, with lower than expected ‘wastage’ levels and adjustments to account for the higher than expected strength figure for 2003-2004, this has resulted in a recruitment target of 2,248 police officers – somewhat lower than expected.

3.2 There are still 2,879 police officer candidates in differing stages of the recruitment process. The problem we face in recruitment in 2005-06 is that the make up of this pool is such that it will be very difficult to achieve our recruitment targets of 17% VEM and 29% Female officers.

The analysis of the pool is as follows: -
Table 2

	Number	%
VEM	193	6.7%
Female	599	20.8%
Other	2,087	72.5%

3.4 All police officer candidates pass through the same assessment process irrespective of their ethnicity or gender. The pass mark is the same for everyone and the ‘marking’ of individual assessments beyond application is undertaken independently. All candidates go through each stage of the recruitment process in the same order and no group is given priority or dispensation. When allocating intake dates we have many things to consider, in addition to recruitment targets, including Training School capacity, the length of time it has taken to process the application and the candidate’s specific needs or circumstances. For example, we are trying to ensure our intakes at Hendon have a similar make-up to the diverse communities we police. We also want to be fair and recognise that, on average, security checks appear to take longer for those from visible, minority backgrounds.

3.5 The following table illustrates the impact of placing candidates on Hendon intakes on a ‘first come first served’ basis.

Table 3

Group	May-04	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Dec-04	Jan-05	Feb-05	Mar-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05	Recruitment	Annual Intake 04/05	Target	Shortfall
VM	37	34	33	5	0	0	1	13	0	0	1	0	21	24	23	123	7%	382	259
Female	71	65	63	55	56	0	2	19	16	21	49	38	49	52	37	368	20%	652	284
WM	93	102	105	141	145	171	168	139	155	150	168	180	147	141	79	1367	74%	824	0
Total																1858	100%	1858	543

3.6 This demonstrates that, whilst we would deal with the outstanding 'pool' relatively quickly, this does not help the MPS to realise its' ambition to be a truly representative workforce, and more specifically, have officers who are experienced in, and sensitive to, the cultural diversity of communities in London. The Directorates of Recruitment and Training and Development firmly believe that having intakes devoid of these skills and qualities would be negative, a poor training ground and would not reflect our desire to have a mix of skills and qualities. We must do all we can, not to create an environment that supports a mono-institutional culture that is not sensitive to the diversity of London. Examples exemplified in the BBC Secret Policeman Documentary must be avoided. The possibility of having an intake of zero VEM and female police officers (see October 04) is unacceptable.

3.7 It is therefore proposed to determine criteria by which future intakes will be allocated, taking into account the desire to focus on Londoners, graduates, second languages and those with an understanding of minority cultures. This approach will be used as part of a future targeted recruitment campaign to achieve our aim of seeing a rise in graduate recruits from 17% to 25%.

Therefore we will prioritise candidates:-

- to whom we have written and are morally, if not legally, bound to place on intakes at Hendon. This has been done.
- who are Londoners. This is seen as important if, operationally, we are to devise a policing strategy that is empathetic towards the needs of London's communities – that is '*Londoners policing London*'. At the present time only 57% of police officers in the MPS are from London – we want to see this number significantly increase.
- who, within the initial part of the recruitment process, satisfy criteria against which we can assess knowledge of minority communities in London and give higher weighting to respect for race and diversity.
- who speak commonly used languages in London other than English

3.8 Hazel Blears, minister in charge of policing, supports the idea. She recently said, "If you have got a range of equivalent applicants, you can then say, I need these particular skills. I think we should examine what the legal position is at the moment and see are there ways we can make the existing law work better in terms of drawing people in. I am thinking about genuine occupational qualifications, where you can stipulate you need people with particular backgrounds". Mrs Blears went on to say that it is vital to be fair in recruitment to maintain public support of police. She said she is not in favour of quotas, but the language system had been used successfully in the United States to recruit officers from ethnic minorities.

4. Representation targets – counting convention

4.1 It should be borne in mind that the Home Office VEM targets for police forces were set prior to the concept of the ‘extended police family’. The PCSOs were introduced in the 2001 White Paper: Policing a new century: a blueprint for reform and the Police Reform Act 2002. Now community confidence and public reassurance is being delivered through the deployment of locally based PCSOs. The ‘extended policing family’ is becoming the means for building bridges of confidence and satisfaction between the police service and local communities. A rationale for the VEM targets was as a means of building local community confidence in the police service. On this basis, it would appear reasonable to combine the figures of police officers and PCSOs when accounting for delivery/achievements against the VEM targets. The comparison data and result of showing a joint statistical VEM representational target can be seen below.

4.2 Table 4 shows the 2004/2005 example data set comparison:

Table 4

	Police BWT		PCSO BWT		Combined BWT	
	Number	%	Number	%	Number	%
Female	5,854	19%	597	32%	6,452	19.7%
VEM	2,157	7%	653	35%	2,810	8.6%
White Male	23,232	75%	859	46%	24,091	73.7%
Total	30,812	100%	1,867	100%	32,679	100%

4.3 The addition of the PCSO figures clearly improves the overall picture.

5. 2004-2009 – where we want to be

5.1 The MPS, MPA and Mayor of London have been very clear about the level of importance that is placed on the need for a diverse police service in London. The Commissioner has said, “The public have been unequivocal in telling us they want real community based policing, reflecting the diverse community that makes up London and providing local solutions to local problems. They want to know their police officers and see them around their neighbourhood”. Len Duvall, on being elected Chair of the MPA, said "My three priorities are to oversee London's police expansion, to promote greater equality in policing and to make the police service more responsive, effective and efficient". Ken Livingstone, the Mayor of London, commenting after the appointment of the 30,000th police constable, said “this beats the recruiting position of any organisation in London and also includes the highest ratio of female and visible ethnic minority recruits in the Met’s history”.

5.2 On current trends the MPS is unlikely to meet the Home Office targets of 40% female officers by 2009 or 25% VEM officers.

5.3 Home office targets, when taken together with step change growth, require there to be at least 8,147 VEM officers by 2009. If we take into account retention levels, this equates to VEM recruitment of about 9,100 over the next five years. Given that wastage is reducing and likely to be around 7,800, we are likely to need to recruit approximately 10,420 officers to achieve growth. This would mean that over the next five years, in order to achieve the 25% VEM Home Office target, our intakes would have to comprise of nearly 90% VEM officers. The current VEM recruitment target is 17%. If changes were made to the Race Relations Act to enable the MPS to systematically recruit one VEM to every non-VEM officer, and those applicants were forthcoming, there would be a shortfall of almost 2000 (6%) officers. At 50% VEM recruitment, the Home Office target will not be achieved until 2016.

5.4 Table 5 below, illustrates VEM police officer recruitment at various rates over the next four years and the effect upon overall strength.

Table 5

Projected VEM recruitment and strength comparison

Financial Year	17%	25%	50%	90%
2005/06	358 (8%)	527 (8%)	1053 (10%)	1896 (12%)
2006/07	342 (8%)	503 (9%)	1005 (12%)	1810 (17%)
2007/08	448 (9%)	588 (10%)	1176 (14%)	2118 (22%)
2008/09	271 (9%)	399 (11%)	798 (16%)	1437 (25%)

The figures shown represent the forecast numbers of VEM police officers recruited per year and those in brackets, the overall percentage of VEM officers in Service.

5.5 Table 6 illustrates how VEM strength will increase during the next four years following the introduction of a targeted marketing strategy and enhanced support for VEM applicants through positive action. This approach will not use VEM recruitment targets. It shows that where the VEM response rate is 40% (this figure has been calculated on the basis of recent advertising and marketing, which has seen a significant shift in the applicant base) the VEM strength is likely to reach 13% by March 2009, compared to 9% where a recruitment target of 17% is pursued. The VEM strength is likely to achieve the 25% by 2038. Conversely, where a 60% response rate occurs – possible in the short term due to the focused approach to marketing – the 25% target will be achieved by 2016. The 17% recruitment target will never provide sufficient VEM to attain the 25% strength target. If there were to be no step change

growth, but an assumed 40% VEM response, the percentage of VEM strength would increase at about 1% per year, allowing for wastage at present retention levels.

Table 6

Comparison of projected VEM strength

Financial year	17% VEM recruitment target	No VEM recruitment target but 40% VEM response	No VEM recruitment target but 60% VEM response	No step change growth but 40% VEM response
2005/06	8%	7%	8%	7%
2006/07	8%	9%	10%	8%
2007/08	9%	11%	13%	9%
2008/09	9%	13%	15%	10%

Table 7

Extended policing family strength (end August 2004)

Role	VEM			Non-VEM			Total
	Male	Female	Sub-total	Male	Female	Sub-total	
Police Officer	1655 (5%)	426 (1%)	2081 (7%)	23188 (76%)	5299 (17%)	28487 (93%)	30,568
PCSO	463 (26%)	144 (8%)	607 (34%)	810 (45%)	389 (22%)	1199 (66%)	1,806
Sub total	2118 (7%)	570 (2%)	2688 (8%)	23998 (74%)	5688 (18%)	29686 (92%)	32,374
Other Police Staff	226 (9%)	250 (10%)	476 (19%)	988 (39%)	1081 (42%)	2068 (81%)	2,544
Total	2344 (9%)	820 (2%)	3164 (9%)	24986 (72%)	6769 (19%)	31754 (91%)	34,918

5.5 Table 7 provides an illustration of the strength of the ‘extended policing family’ where, firstly, the family includes police and PCSO, and, secondly, where the family embraces other police staff roles such as MSC, SRO and DDO, due to their prominent role within policing. The table shows that, where the entire family is taken into account, VEM representation is currently 9% and where the family only includes police and PCSO, slightly lower at 8%.

6. 2004 – 2009 Impactive Recruitment

If we make a strategic assumption that there will not be a change in legislation we can concentrate on changing recruitment practices that will significantly impact upon the need to prioritise efforts to ensure that our recruitment pool is more representative from the outset, thus avoiding positive discrimination. By doing so, there needs to be a combination of different approaches:

- A “Focus on Londoners” policy with particular emphasis on cultural awareness, skills and knowledge
- Implementation of the recommendations from AC Ghaffur’s report on Race and Diversity
- The Government’s “Breaking Through” initiative
- Positive Action Activities
- Forward Planning, including demographic analysis and research on barriers for underrepresented groups to joining the MPS
- A recent legislative change has broadened the definition of Genuine Occupational Qualification to Genuine Occupational Requirement. This might provide an opportunity for exploring whether there can be a legal basis for focussed/ targeted police recruitment and employment according to racial groups

6. A 'Focus on Londoners' policy

6.1 This policy gives a commitment to Londoners. This is seen as important if, operationally, we are to devise a policing strategy that meets the needs of London's communities. Particular emphasis must be given to cultural awareness, skills and knowledge. Table 8 and 9 below illustrate the level of recruits from London and increase in VEM recruits over the same period (which suggests a correlation between recruiting from London and greater recruiting success in terms of VEM police officers).

Table 8
Londoners as per a proportion of Hendon recruits by year

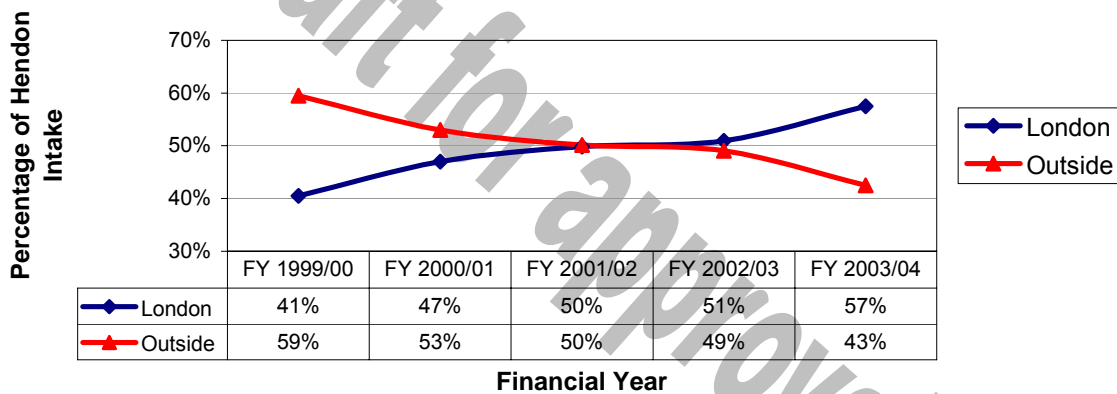


Table 9
Proportional workforce strength by ethnicity 2001-04

	Jun-01	Apr-02	Apr-03	Mar-04
White	95.7%	95.2%	94.4%	93.5%
Black	1.9%	2.0%	2.2%	2.5%
Asian	1.5%	1.8%	2.2%	2.7%
Other	0.8%	1.0%	1.2%	1.2%
Unknown	0.0%	0.0%	0.0%	0.1%

April 2004 figures show a combined VEM strength of 6.6%.

6A. AC Ghaffur's Race and Diversity Report

6A.1 Following the BBC Secret Policeman documentary shown on TV last year, the Commissioner instigated a review of Race and Diversity within the MPS, with particular emphasis on recruitment and training. The subsequent report by AC Ghaffur recommended a number of radical and innovative changes to ensure that the MPS could, so far as possible, have policies and procedures that encourage candidates from underrepresented groups to join; reduce the opportunity for racists to be recruited; and, create an environment where such attitudes and behaviour could not be harboured. Whilst the report recommendations spanned the whole of HR, the specific recommendations that impact upon recruitment can be summarised as follows:-

- ❑ encourage pre-entry familiarisation visits to applicants and remote "virtual tours" about training and facilities
- ❑ applicants who fail selection in one post be considered for other opportunities
- ❑ research barriers to joining the MPS
- ❑ analyse impact of the new National Recruitment Standards on disproportionality
- ❑ consider use of psychometric tests and other tests
- ❑ consider community-centric recruitment
- ❑ consider issue of immigration approved work permits

6B. "Breaking Through"

6B.1 Progress will continue to be made to ensure that the MPS delivers a police service that fully respects and fully protects all our diverse communities. We are committed to the Government's "Breaking Through" initiative which provides a blueprint to move forward in achieving the goal of a police service which truly represents the communities it serves and seizes the opportunity to transform the MPS into a first class employer: one which can attract, keep and promote the brightest, most talented people from all our diverse communities.

The main recruitment outcomes in the Home Office plan are:

"Forces should:

- ❑ encourage and support all informal enquiries for joining the service, particularly those from visible minority ethnic communities
- ❑ maximise the number of visible minority ethnic groups requesting an application pack
- ❑ maximise the rate of return of application forms from all applicants and specifically those from visible minority ethnic groups
- ❑ maximise the potential success of visible minority ethnic applicants at the paper sift stage
- ❑ maximise the success of visible minority ethnic candidates at assessment centres"

6C. Positive Action activities and recruitment emphasis to 2009

6C.1 As previously indicated, the MPS, through the Positive Action Central Team and our Marketing Team, has achieved a significant increase in the number of VEM staff, particularly over the last two years. The success of these initiatives is absolutely critical to our diversity strategy; we therefore need to prioritise our recruitment efforts into activities such as:

- ❑ Taking activity into the heart of areas with high population VEM communities
- ❑ Working with business and religious groups to deliver the message that the MPS is a great place to work
- ❑ Focused advertising and marketing on VEM recruitment
- ❑ Providing positive support and assistance to VEM candidates
- ❑ Working with youth through educational and direct contact
- ❑ Work with local boroughs whose representation of VEM police staff falls beneath the 21% target are to be written to and encouraged to increase their efforts in recruiting from the VEM community and to fully utilise the assistance and advice available from local PAT officers, PACT and Marketing and Advertising.

6C.2 All these strands of work are supported by detailed activities, which are described within the Recruitment Directorate Business Plan 2004-2005 and the HR Recruitment Action Plan attached as an appendix to this document.

7. Enhancing quality

7.1 The Recruitment Strategy will support the Commissioner's ambition for London to be the safest major city in the world by implementing systems and processes that support the Home Secretary's recently announced "Copper's Contract". Mr Blunkett said "All too often the public's impression of the police service is poor because their initial contact with the police is disappointing." He went on to say "These new rules will help ensure members of the public calling the police for non-emergencies will get a consistently high standard of service."

7.2 Since September 2003 the MPS has adopted the National Recruitment Standards (NRS) for police officer recruitment. In partnership with the Home Office, Centrex developed an assessment process for use by all police forces in England and Wales. The intention is to achieve a consistent standard of police recruitment and to deliver good quality recruits from diverse backgrounds who match the competencies and physical requirements of the job, can manage training effectively and go on to become competent and effective officers.

7.3 Prior to the introduction of NRS the yield from application to successfully completing Day 2 was 57%. Since September 2003, when the NRS process has been used to assess police candidates against the National Competency Framework police patrol constable requirement, the yield has reduced to 21%. The table below details the selection pass rates for each ethnicity-gender group for each process (Home Office have been alerted to the apparent discrepancy in pass rates between white and VEM candidates).

Table 10

	VEM		Non-VEM		Total
	Female	Male	Female	Male	
NRS Yield	14%	13%	31%	25%	21%
Previous Process Yield	39%	58%	47%	68%	57%

8. Customer Care

8.1 Customer care is an important part of our core business. Good relationships with our external customers and staff within the MPS are key to our success in attracting high quality recruits and retaining those recruits within the service.

With this in mind we have introduced the following four aspects to our Customer Service:

- A Customer charter that sets out our standards and expectations including performance indicators measuring delivery of those standards
- A full time Customer Services Manager, employed to oversee the delivery of customer service
- An up to date website keeping our staff and customers informed of all our activities
- An online 'candidate clinic' to enable each candidate to track their application

9. Keep Warm Scheme

9.1 The intention of the scheme is to ensure that the candidates awaiting placement have regular contact with the MPS. These candidates are 'kept warm' by the sending of certain MPS publications and merchandise along with involvement in events. These events have been designed to act as an early induction into the MPS, providing information that will be useful to candidates in preparing them for Training School.

9.2 Candidates are provided up to date information concerning their application and have the opportunity to make us aware of any change in their personal circumstances. Currently, for police officers, the date from intake allocation to the actual start date can be anything up to eighteen months, due to a high number of candidates at this stage of the process and the smaller Training School intakes for 2004/05. In future, with the introduction of specifically managed police officer recruitment campaigns and a 16-week application process, the need for this style of Keep Warm will diminish. The introduction of the on-line 'candidate clinic' will mean that each candidate will be able to use the Internet to track their application.

10. Forward planning

10.1 We are constantly reviewing the organisational changes that will affect recruitment levels, not just over the coming months but also over the forthcoming years. For example, growth and wastage figures are all likely to significantly influence our strategy, which must be flexible enough to be able to accommodate these changes. We are constantly scanning demographic and employment changes to ensure our management information keeps pace and the information is used to influence our activity.

10.2 More specifically, the following objectives will need to be addressed if we are to continue to be considered as an employer of choice within London.

- Through research methodologies, identifying barriers broken down by socio-economic group, either real or perceptual that inhibit consideration of a career within the service and perhaps looking at the key triggers that have led to the development of these barriers in the first instance
- Identifying positive reasons either rational or emotional and undertaking a long term programme of activity to further support the growing 'feel good' factor and counter balance some of the negativity found from alternative sources such as press/TV programmes.

11. Recruitment targets by role for 2004/05:

Table 11

Police Officers 2004/05

2004/05	BWT	VEM	Female	WM	Total
Recruitment	30,812	382	652	1,214	2,248
	Percent	17%	29%	54%	
Projected Strength	30,812	2,157	5,854	22,801	30,812
	Percent	7%	19%	74%	

Police Community Support Officers 2004/05

2004/05	BWT	VEM	Female	WM	Total
Recruitment	1,867	204	187	193	584
	Percent	35%	32%	33%	
Projected Strength	1,867	653	653	560	1,867
	Percent	35%	35%	30%	

Communication Officers 2004/05

2004/05	VEM	Female	WM	Total
Recruitment	113	270	157	540
	21%	50%	29%	

General Police Staff 2004/05

2004/05	VEM	Female	WM
Recruitment profiles	21%	50%	29%

12. Conclusion

12.1 The aim of the Metropolitan Police Service Recruitment Directorate is to be *“the best recruitment department in the country”*. We intend to recruit a workforce, drawn from the population of London, that truly reflects the diverse nature of London’s community. This will require a continual effort to overcome the barriers that exist within society and a determination to maintain a dialogue with underrepresented minority groups. Until such time as all sections of society are properly represented, we will continue to work within the framework provided by government, the Mayor’s office and the MPA to achieve that aim.

We aim to build on our past successes and continue to take the lead in promoting the highest standards in all aspects of our business. As a centre of excellence, we recognise the importance of providing high quality officers and staff to the MPS in order to give London *“the best police service in the world”*.

HR Recruitment Directorate Action Plan

Activity Number	Action	Targets	Measurement	Cross References
1	Research, plan and coordinate a variety of advertising executions for posts within the policing family, primarily targeting under represented groups for use in a variety of media (AMT001).			BTS – RO 1 RDR - Rec. 9 & 10
2	To attract applications for the MSC and Volunteers to meet recruitment targets (AMT002).	a) 25% of enquiries from VEM groups b) 25% applications received from VEM groups	Monthly review number of enquiries and applications received, broken down into ethnic groups and gender against targets	RDR - Rec. 9 & 10
3	To attract applications for PCSO to meet recruitment targets (AMT003).	c) 30% enquiries from females d) 30% applications received from females		RDR - Rec. 9 & 10
4	To attract applications for Senior Police Staff to meet recruitment targets (AMT004).			
5	To attract sufficient applications for Police Staff vacancies (AMT005).	a) 25% of enquiries from VEM groups b) 25% applications received from VEM groups		Monthly review number of enquiries and applications received, broken down into ethnic groups and gender against

Activity Number	Action	Targets	Measurement	Cross References
6	To attract sufficient Transfer/Rejoiners applicants to the service to meet recruitment targets (AMT006)	c) 30% enquiries from females d) 30% applications received from females	targets	BTS – RO 1
7	To support the work of the Positive Action Team (AMT007).	Ongoing	Number of enquiries and applications from under-represented groups	BTS – R O1 RDR - Rec. 9
8	Facilitate the provision of effective recruitment events targeting underrepresented groups (AMT017).	Awaits [consider minimum of 25% of attendees to be from VEM groups AND 25% of expressions of interest to be VEM]	Number of expressions of interest from targeted underrepresented groups against the number of attendees	BTS – R O1 RDR - Rec. 9
9	Facilitate the provision of effective media to target underrepresented groups (AMT018).		Number of enquiries and applications from under-represented groups against each media	BTS – RO 1 RDR - Rec. 9
10	Meet transferee recruitment targets during Financial Year (POL003).	390	Review monthly number and gender/ethnic profile of recruits joining and allocated to future intakes against intake profiles	BTS – RO 2
11	<i>Meet MSC recruitment target during Financial Year (POL004).</i>	375		BTS – RO 2

Activity Number	Action	Targets	Measurement	Cross References
12	Meet police training school recruitment targets during Financial Year (POL001).	(a) Total training school 1,858 (b) VEM 17% = 382 (c) Female 29% = 652		BTS – RO 2
13	Meet police staff recruitment targets during Financial Year (PSF001).	PCSO (a) 567 (b) VEM 35% (199) (c) Female 32% (181) Police staff - VEM 32%		BTS – RO 2
14	Maintain and develop external partnerships to facilitate recruitment activity (PSF007).	Review performance of Jobcentre <i>Plus</i> against expectations	Review number of applications received and placed through Jobcentre <i>Plus</i> post campaign	BTS – RO 1 RDR - Rec. 9 & 10
15	Research, plan and coordinate a programme of activity working with PACT to target graduates, particularly from VEM groups (AMT008).	(a) 30 April 2004 (b) 31 May 2004	(a) Initial research proposal (b) Preliminary results	BTS – RO 1 RDR - Rec. 9 & 10
16	Research, plan and coordinate a programme of activity in conjunction with PACT targeting youth, with an emphasis on VEM groups (AMT009).			BTS – RO 1 RDR - Rec. 9 & 10
17	To develop a school package about career opportunities for school curriculum (AMT010).	30 September 2004	(a) Introduction at school (b) Feedback in response to the lesson being taught	BTS – RO 1 RDR - Rec. 9 & 10
18	Respond to the implications of the Disability Discrimination Act by implementing Home Office guidance on medical standards for new recruits (MOH001).	31 October 2004	Implementation complete	

Activity Number	Action	Targets	Measurement	Cross References
19	Review and define all internal business processes (MOH004).	31 March 2005	Review complete	RDR – Rec. 12
20	Revise all HR Recruitment Policies and Standard Operating Procedures in light of current, new and proposed legislation (PAP001).	30 June 2004	Publication of policies complete	RDR – Rec. 14
21	Assess the feasibility of using immigration-approved work permits to increase the police recruiting pool (PAP004).	31 May 2004	Contact Home Office	RDR – Rec. 7
22	Taking recruitment activity into the heart of areas with high VEM populations through the use of local liaison officers (PAT001).	(a) 100% PACT officers trained (b) 382 VEM police recruits	(a) Percentage of PACT officers trained against total number of PACT officers (b) Number of VEM recruited	BTS – RO 1 RDR – Rec. 16
23	Work with business and religious groups to deliver the message that the MPS is a great place to work (PAT002).	(a) Awaits (b) Awaits	(a) Money generated through sponsoring (b) Number of religious events	BTS – RO 1 RDR - Rec. 9 & 10
24	Focus generic advertising on VEM recruitment (PAT003).	(a) Preliminary findings 30 April 2004 (b) 30 June 2004	(a) Publication of Metropolitan University report on recruitment barriers (b) Implementation of website	BTS – RO 1 RDR - Rec. 9 & 10
25	Provide support and assistance to VEM and gender candidates (PAT004).	60%	VEM supported candidates to attain the overall NRS event pass rate	BTS – RO 1 RDR - Rec. 9 & 10
26	Work with youth through education and direct contact (PAT005).	(a) 3 Access courses at 3 boroughs (b) Lesson plan	(a) number of Access courses run against target (b) implement lesson plan	BTS – RO 1 RDR - Rec. 9 & 10

Activity Number	Action	Targets	Measurement	Cross References
27	Introduce a campaign management recruitment process (POL002).	31-October-2004	Introduction of process	BTS – RO 1,2,3 RDR - Rec. 9 & 10
28	Integrate community assessors into all aspects of selection activity and consider the feasibility of doing the same with police staff (POL017).	(a) 25% of interviewers to be community assessors, (b) 30 September 2004	(a) Integration complete, (b) complete feasibility study	RDR – Rec. 12
29	Identify potential future recruitment demand through consultation with existing customers and other interested parties such as the Civilianisation Project Board (PSF002).	30-November-2004	Consultations complete	
30	Develop an application pool of candidates who meet eligibility criteria for band E and F posts to fill vacancies arising through the civilianisation project (PSF003).	30-June-2004	(a) Applicants available for interview (b) monthly review of number of applicants available	
31	Develop and publish corporate guidelines for selection and recruitment (PSF008).	31-December-2004	Protocol and standard operating procedure published	
32	Introduce a campaign management recruitment process (PSF010).	31-May-2004	Introduction of process	
33	Consider feasibility of using community assessors into all aspects of selection activity (PSF014).	30-September-2004	Integration complete	RDR – Rec. 12

RDR – AC Ghaffur’s Race and Diversity Report (paragraph 7, page 11)

BTS – Breaking Through Strategy (paragraph 8, page 11)

APPENDIX 5. AC Ghaffur Thematic Review Action Plan

Thematic report Recommendations	Report text supporting the recommendation	Lead Stakeholder	Initial Actions
<p><i>Recommendation 1: The Diversity Directorate clarifies the MPS's position and approach in respect of stop and search.</i></p> <p><i>Page 12 to 13</i></p>	<p>Stop and search is still a contentious issue. There has been a huge amount of examination, the most recent being the MPA scrutiny of stop and search and the Stephen Lawrence Inquiry Report. In summary, there are mixed reviews of the outcomes in terms of its operational effectiveness, its disproportionality and the problems of data capture and recording.</p> <p>Recent developments have included implementation sites in Hackney and Tower Hamlets with the introduction of the MacPherson Inquiry's Recommendation 61 (the recording of all stops regardless of whether the encounter results in a search) and the introduction of mobile data terminals to provide immediate records for those subjected to the use of such powers.</p> <p>However, for minority communities, particularly black and Asian communities, it remains a massively contentious issue that intrudes in the quality of daily life. There also remains confusion about the MPS's position on random stops and searches.</p> <p>Despite these developments there is an urgent need for the MPS to clarify its position. In</p>	<p>DCC(4)</p>	<p>MPA scrutiny on Stop & Search practices published 20/5/04.</p> <p>DAC Howlett chairs implementation steering group - 55 actions.</p>

	<p>doing so consideration could be given to emerging approaches such as the notion of accrediting stop and search, i.e. only officers who have been trained to a certain standard and accredited should be allowed to perform stop and search functions. Alternatively, stop and search could be treated as an intrusive activity, which requires authority levels from first line supervisors, or limiting stops to intelligence-led approaches only. The outcomes of the MPA scrutiny are central to this, but the current position is not sustainable.</p>		
<p><i>Recommendation 2: Consideration should be given by the Deputy Commissioner's Command to the development of service standards to meet the needs and expectations of London's diverse communities. Standards for call handling, crime management, counter services and victim care should be devised.</i></p>	<p>Diverse communities have differing needs and expectations of policing services. It is accepted that not all needs and expectations can be met but the quality of service could be enhanced by not what we do but how we do it. In this context it is not sufficient to provide the same service to everyone. The MPS has successfully introduced a bespoke approach in the manner with which hate crime is delivered. Borough based Community Safety Units (CSUs) were launched in 1999 to offer support and protection to anyone targeted due to their race, colour, religion, sexual orientation, disability, or to anyone who has experienced domestic violence. CSUs, which fall under the remit of the Diversity Directorate, offer a full range of services to those suffering the hurt of hate crime. Specially trained staff on the units provide a full multi-agency support network for victims, while providing a guaranteed standard of service across London. The introduction of</p>	<p>DCC Cmdr. Steve Allen / TP Cmdr Brian Moore</p>	<p>Initial response from DCC4 (28/6/2004) That this action ought to be progressed by territorial policing who are better placed to deliver Minimum standards policy on call handling, Crime management, counter services and victim care.</p> <p>Response from TP awaits.</p> <p>Staff officer contacted 19/7/04 awaits consideration of TP SMT.</p>

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third-party reporting schemes make it easier for victims of hate crime to report offences through routes in which they are more comfortable and confident.

Another success that demonstrates the MPS's unique tailored approach to serving London's diverse communities is Operation Trident. Operation Trident has established itself as a major force for tackling shootings within the black community and now has a London-wide, national and international reputation. This is indicative of the MPS's commitment to fighting crime in London and providing an effective, community-oriented service.

Notwithstanding the above, one continues to hear complaints regarding call handling, counter services and information provision after crimes have been reported. Some communities such as small businesses, for example shops, chemists and off licences and professions, such as GPs in inner city areas, work in an environment where the risk of racial attacks is greater. They require more of a tailored service such as quicker response to 999 calls. The MPS has not been sufficiently proactive in keeping victims informed about the progress of investigations. However, as more officers from diverse communities join the organisation, there should be an increase in the levels of empathy due to similar life experiences that individuals will bring to their role as police officers.

Most Londoners, when asked, hold their police

	<p>in high regard and with levels of respect comparable with other professions. Rather worryingly the level of satisfaction often declines after contact. It is evident that the expectation of what can be achieved in terms of crime detection is often realistic but courtesy and empathy at the point of contact is crucial in gaining public support and confidence. The working group is of the opinion that due to differing needs, varying levels of knowledge of police services and vulnerability, the MPS must clearly specify and communicate its minimum and maximum standards of service delivery in respect to call handling, crime management, counter services and victim care.</p>		
<p>Recommendation 3: The Step Change team should clarify how serious and organised crime will be closely aligned with ward-based and borough teams tasked with providing policing to the diverse Communities of London.</p> <p>Page 14 & 15</p>	<p>Due to economic migration, asylum and increased freedom of movement, significant increases in new communities from Africa, South and East Asia, Eastern Europe have settled in London, changing the demographic make-up of the capital. The migration is also providing huge opportunities for organised criminals. We have seen massive growth in immigration-related crime such as human trafficking and exploitation. Many communities have no community and partnership structures and criminals are exploiting their vulnerability. The work of the MPS's Specialist Crime Directorate has identified source countries that impact on corresponding community patterns in London. One example is the identification of</p>	<p>DCC Ch. Supt. Ian Dyson</p>	<p>This action is being progressed as part of the Step Change programme.</p> <p>OCU Cmdr absent on leave until Mid August when full update expected.</p>

	<p>victims and perpetrators coming from the same communities. To illustrate this, the MPS has recently been involved in an operation where Chinese criminals were smuggling Chinese Nationals into London for unlawful purposes. The MPS has also experienced a significant increase in the instances of kidnapping involving Eastern European communities in London.</p> <p>The MPS's successes in initiatives such as Operation Trident have been due to robust enforcement, community involvement and partnerships with law enforcement agencies and other partners. Similarly, the MPS needs to reach out to new communities and establish links to support enforcement and partnership initiatives.</p>		
<p>Recommendation 4: Corporate and local IAGs need to be more representatives of London's new communities. The MPS should also create an IAG database.</p> <p>Page 15</p>	<p>Continued success is also reliant on the ongoing involvement and development of independent advisory groups (IAGs). A number of these groups have been set up in the MPS including the Trident IAG, the Operation Sapphire IAG, the Safeguarding Children IAG and the Lesbian, Gay, Bisexual and Transgender Advisory Group. This investment has provided the MPS with a process for independent scrutiny, advice and the provision of expert knowledge. However, both central and local IAGs need to be developed further to ensure a wider, more diverse representation and to be more inclusive.</p>	<p>DCC4 DCI Sue Williams</p>	<p>DCC4 Update 28/6/04</p> <p>Strategic contacts have been made with representatives from the ten new countries joining the European union.</p> <p>DCC4 held a Pan London Independent advisors conference on the 19th of May 2004 at Simpson Hall, Hendon on 19 May 2004. It was attended by some 190 people, of which 150</p>

		<p>were advisors. Most Boroughs were represented. It was opened by the Deputy, with inputs from John Azah and Bob Hodgson (Chair and Co Chair of the IAG and LGBT AG respectively). Examples of practical good use of advisors were given</p> <p>As not all objectives were attained, it is proposed that DCC4 holds a further half day seminar later in the late summer, probably at a neutral central London venue.</p> <p>Guides' for advisors and on how to set up local IAG's were distributed to persons attending.</p> <p>DCC4 has established a database covering the membership of the IAG, LGBT AG, Gypsy and Traveller AG and Met Youth Adv. Grp. (MYAG). This includes details of those Boroughs with local</p>

For approval

			IAGs, but not of specific membership.
<p>Recommendation 5: Introduce a wider, more detailed classification system for ethnicity to represent London's new communities as well as existing communities.</p> <p>Page 15</p>	<p>To enable the MPS to continue to serve London's diverse communities effectively, a more detailed classification system needs to be used to record both the ethnicity of officers and staff as well as victims, perpetrators and members of the public that come into contact with the police, for example through Stop and Search. The classification system should allow for newer communities in London to be represented and should be wider than the current '16+1' system. Such a system would provide much richer management information to improve decision-making.</p>	DCC4	<p>DCC4 Update 28/6/04</p> <p>After consultations with Home Office, MPA, IAG & borough Commanders re the unrepresentative nature of 16+1. DCC4 are developing an options paper, the preferred option being to record self defined ethnicity. This proposes development of an IT system with the capability of drop down menus behind the main 16+1 categories to allow 'self definition', (A person is recorded as one of the 16+1 but can then add that they are 'A Kurd' for instance) the flexibility to cope with numerous and expanding self definition categories and the ability to search if required!</p>
<p>Recommendation 6: The MPS should develop a coherent strategy on youth involvement</p>	<p>The MPS strongly recognises the need to future proof its approach to race and diversity by taking an inclusive approach to</p>	<p>Ch Supt Mark Gore TP Crime OCU</p>	<p>TP Update 9.7.04</p> <p>Safer neighbourhood</p>

<p>strategy on youth involvement including recruitment, placement schemes, crime prevention and volunteerism. This strategy should be developed through consultation with the Youth Advisory Group and London's young people.</p> <p>Page 16 & 17</p>	<p>understanding and working with young people from a range of diverse backgrounds and ethnic minority communities. Initiatives to achieve this are progressing through the introduction of the youth volunteers' scheme and the BPA's leadership scheme in Paddington, which is both visionary and exciting. The scheme is part of the BPA's 'A New Life for Paddington' initiative and consists of a six-day residential leadership programme run at Hendon. The objective of the course is to develop the confidence and leadership skills of young black people. Innovative techniques such as video conferencing with peer groups in the USA, South Africa and Jamaica help to ensure that the scheme meets its aims.</p> <p>A more recent initiative is the formation of the Met Youth Advisory Group (MYAG), which was introduced into the MPS in 2003. The idea of the MYAG was conceived by the MPA's lead on youth matters, Cecile Wright. Since the first workshops held in April 2003, attended by over 100 14-18 year olds, the MYAG has elected its own chair and committee members and has been consulted on a variety of issues including:</p> <ul style="list-style-type: none"> • Gun crime. • The use of sniffer dogs in schools. • Stop and search. • The 'Safer Surfing' campaign. <p>However, the fact remains that:</p>	<p>OCU</p> <p>CI Craig Mitchell TP Youth lead</p>	<p>teams across London provide us with the opportunity to engage at a local level with the young people in our communities.</p> <p>The MPS have also agreed to further support the BPA initiative and this is being linked into safer neighbourhoods, focussing on Trident boroughs and engaging with youth at risk.</p> <p>TP are about to establish the Safer London Foundation, a charitable trust, which will provide funding for youth based projects across London. The patron of the charity is Prince Charles.</p> <p>The TP Safer Schools Partnership in secondary schools has approximately one hundred officers in the role now and the Commissioner is increasing this by another</p>
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	<ul style="list-style-type: none"> • A high proportion of young people become victims of crime. • A greater number of young people are reflected in the Criminal Justice System. • A higher proportion of young people from ethnic minority groups fall in the category of disadvantaged. • More and more young people are disassociating themselves from mainstream activities. <p>Whilst the MPS has developed a Youth Strategy focused on crime, it does not have a coherent approach to youth involvement or building for the future. The MPS needs to become more proactive in engaging the young people from London's diverse communities. We need to start building confidence in the police in young people and recognise that today's children are our future police officers and police staff. As mentioned previously in this report, initiatives should be tailored specifically to meet the needs and interests of our different communities.</p> <p>Some ideas for inclusion in this strategy are:</p> <ul style="list-style-type: none"> • The re-introduction of full-time cadets complementing Voluntary Cadet Corps. • Youth placement schemes. • Building on the success of the BPA's leadership scheme for other communities. 		<p>30 officers in September, funded through Safer Streets money.</p> <p>CI Craig Mitchell</p>
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	<ul style="list-style-type: none"> • Working in partnership with relevant agencies, particularly education, to develop training packages and access course for young people. • Rewarding our own employees for developing local initiatives for young people in their own communities. • Scholarship and sponsorship programmes for young people. 		
<p>Recommendation 7: Consideration should be given to bring about changes in police regulations to allow police officers to be recruited from a wider range of communities through issuing immigration-approved work permits.</p> <p>Page 19</p>	<p>The MPS's current recruitment process adopts the eligibility criteria and practices linked to the National Recruitment Standards (Home Office Circular 48/2001). The process was fully implemented by the MPS in September 2003 and encourages applications from potential candidates between 18 and 55 years old. They must be a British or European Union national or a Commonwealth or foreign national resident in the United Kingdom and free of restrictions in terms of rights of residence and work, a right which requires a five year period of residence. Potential candidates should be free of criminal convictions although, in practice, discretion on a case by case basis is made for spent minor convictions. Additionally candidates must not be bankrupt, the subject of county court judgements or excessive personal debt. Currently, the HR Directorate does not routinely collect statistics showing the precise ethnic breakdown of all police officer or police staff applicants. In light of this, the working group is unable to reach any definitive</p>	<p>HR Simon Marshall Director of Recruitment</p>	<p>Confirm full details of work permit scheme and how operated by other organisations</p> <p>Consider suitability for introduction in the MPS to allow employment of persons falling short of standard residency requirements</p>

	<p>conclusion on race and diversity issues. However, the working group proposes that the application criteria, in particular residence requirements, could become a constraining factor in attracting sufficient candidates from diverse communities who may not meet the eligibility criteria.</p> <p>A number of other public sector organisations, including the health service and education, are now recruiting staff from a range of other countries. They have been able to do this by using the 'work permit' system. The MPS has an opportunity to broaden the diverse make-up of the organisation through this route. The MPS should also target London's new communities to market the organisation and to attract candidates. To do so, it needs better source information on new communities in London.</p>		
<p><i>Recommendation 8: Minority press advertising should continue and appropriate funding should be provided to extend the campaigns to minority radio and television channels.</i></p> <p><i>Page 19 to 20</i></p>	<p>Police recruitment adverts are well planned and represented. They are placed over a large spectrum of the minority press including Asian Voice, Black Heritage, Muslim News, Zone East and Sing Tao.</p> <p>Recent campaigns have included the use of close family members highlighting their pride in relatives that have joined the MPS. Role models have been used in selected advertisements. These campaigns are compiled after consultation with the Staff Associations and advice has recently been provided by the BPA for a salon media campaign aimed at 90 hair studios across</p>	<p>DPA Ruth Shulver DCC3</p>	

	<p>London, although this is primarily an anti-drugs and gun crime theme campaign. The working group considers this to be good practice. This is backed up by the awards that the MPS has received for its advertising. In addition, there are other innovative schemes that are to be applauded, such as the Christian Police Association's securing of significant promotional radio air time promoting community confidence and trust in the MPS to an increasingly diverse audience.</p>		
<p>Recommendation 9: Consideration should be given to increasing pre-entry familiarisation visits to the MPS for applicants who do not have historical or current knowledge of the workings of the MPS. Consideration could also be given to designing a virtual tour available through the Internet.</p> <p><i>Page 20</i></p>	<p>Pre-entry inductions are considered to be especially helpful for would-be applicants from some minority groups, i.e. those who may not have the same level of knowledge and experience of the organisation as applicants with families that have lived in the United Kingdom for generations and who may also have friends or family members in the Service.</p>	<p>HR Positive Action Central Team</p>	<p>Organise visits programme to Hendon</p> <p>Organise visits programme to Boroughs</p> <p>Assess feasibility of developing a virtual tour</p> <p>Develop internet virtual tour, if feasible</p>
<p>Recommendation 10: Consideration should be given to making the video on recruit training available on the MPS website, for the benefit of potential candidates and members of the community.</p>	<p>At the pre-entry stage there should be a presentation that sets out the MPS's Mission, Vision and Values, and states exactly what the MPS expects in terms of performance and behaviour.</p>	<p>HR Debbie Whittaker (Marketing & Advertising)</p>	<p>Confirm technical requirement for placement of existing video on MPS website</p> <p>Arrange placement</p>

Page 20			
<p>Recommendation 11: The HR Directorate should design an additional section to insert into the application form to capture a wider range of personal skills and experience.</p> <p>Page 21</p>	<p>The initial application stage presents us with a unique opportunity to collect a wide range of personal data including languages and life skills. This should then become the embryonic stage of an MPS employee's personal file.</p>	<p>HR Simon Marshall Director of Recruitment</p>	<p>Redesign application form</p> <p>Confirm data fields on MetHR</p> <p>Develop new data fields on MetHR if necessary</p>
<p>Recommendation 12: As requested by the MPA co-ordination and policing committee the HR Directorate and DOIT team should commission a research study, using sound, recognised methodologies, to investigate why candidates, particularly those from visible ethnic minorities, drop out during the recruitment process.</p> <p>Page 21 to 22</p>	<p>In September 2003, the MPS moved to the National Recruit Standards. The first stage of the selection process is a competency-based application form, where candidates are required to provide written evidence of performance against a number of job-related competencies from the National Competency Framework. Candidates who are successful at the application stage go on to attend a selection centre at Hendon. The MPS now uses the National Recruit Selection Centre process to assess candidates. This comprises sub-tests 3 (numeric reasoning) and 4 (verbal logical reasoning) of the Police Initial Recruitment Test (PIRT), two written tests, interactive role-plays and a structured interview. Candidates are also required to complete a medical and physical examination and provide fingerprints. Ultimate selection is dependent on security vetting, financial and business interests and reference checks for</p>	<p>HR Simon Marshall Director of Recruitment</p>	<p>Prepare commissioning brief for research study</p> <p>Undertake procurement action to engage provider if external</p> <p>Consider results of study and change MPS procedures as necessary</p> <p>Feed appropriate results into Home office to elicit necessary changes to national procedures</p>

	<p>candidates who have been successful at the selection centre.</p> <p>Early data from the new selection process indicates the following:</p> <ul style="list-style-type: none">• Overall, roughly equal proportions of visible ethnic minority and white candidates are successful at the application stage of the process, although visible ethnic minority males generally perform poorest on the application form.• The failure rates of visible ethnic minority candidates are disproportionately higher than for white candidates at the selection centre. The disparity in pass rates between visible ethnic minority candidates and white candidates is no better under the new system compared to the previous selection process.• There is a higher drop-out rate during the selection process amongst visible ethnic minority candidates compared to white candidates, particularly amongst visible ethnic minority females.• Female visible ethnic minority candidates tend to have the lowest success rate on Day 1 of the National Recruit Selection Centre. <p>Currently, the MPS is not meeting the industry guideline accepted by the Commission for Racial Equality. The guideline indicates that</p>		
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	<p>the success rate of candidates selected from a minority group should be at least 80% of the success rate of candidates selected from the majority group. This is known as the 4/5^{ths} Rule. However, the data emerging from the MPS National Recruit Selection Centre suggests that the MPS is falling short of this guideline. This indicates that there is a situation of adverse impact against visible ethnic minority applicants. At a time when the MPS is trying to increase the diversity of its workforce to be more reflective of London, this is not a desirable situation.</p> <p>More generally, it is anticipated that roughly 75% of all candidates applying to join the MPS will not get through the new selection process. This represents a high percentage of candidates being screened out. The impact on candidates, who prior to going through the selection process saw the police in a positive light, must be considered and the impact evaluated.</p> <p>It should be noted that these are initial results from a relatively new process that may require further development and amendments as more data becomes available. However, the situation must be monitored closely and at some point in the near future a decision made about the continued use of the National Recruit Selection Centre.</p>		
<p>Recommendation 13: The new recruitment process must be closely monitored and levels of</p>	<p>See above text</p>	<p>HR Simon Marshall Director of</p>	<p>Produce and analyse monitoring data</p>

<p><i>adverse impact analysed to inform a decision over the continued use of the National Recruit Selection Centre.</i></p> <p><i>Page 21 to 22</i></p>		Recruitment	
<p>Recommendation 14: Consideration should be given to exploring alternative options for testing ability and to developing a suite of tests that could be used for the selection of both police officers and police staff. This could comprise measures of general and specific, job-related abilities or skills.</p> <p><i>Page 22 to 23</i></p>	<p>It is disappointing that the National Recruit Selection Centre has retained the PIRT, the psychometric measure of verbal and numeric ability in the process. A number of research studies have shown that the PIRT creates adverse impact against ethnic minority candidates. Whilst the PIRT is not being used as a pass/fail tool in the new National Recruit Selection Centre, the two sub-tests will continue to create a disparity in performance between white and visible ethnic minority candidates. The effect is now masked in the way that overall performance at the centre is calculated.</p> <p>A wealth of research in the psychology literature has found that most psychometric measures of ability create a differential in performance between white and certain groups of visible ethnic minority test-takers. However, the literature is less definitive over the reasoning for these differences. A number of steps can be taken to provide candidates with the best opportunity to perform at their maximum level. These include the use of practice leaflets in advance of the testing session, creating a comfortable testing</p>	<p>HR Simon Marshall Director of Recruitment</p>	<p>Identify and assess any off-the-shelf tests</p> <p>If suitable off-the-shelf test found – introduce</p> <p>If no suitable off-the-shelf test found – develop bespoke test, possibly in collaboration with NRS</p>

	<p>environment to reduce test anxiety and providing clear testing instructions. Well-designed psychometric tests of ability have been shown to be good predictors of performance and hence have a place in the selection process.</p> <p>New information technology allows for a range of different ways of testing candidates' abilities. Testing can be conducted over the Internet and also, using computer based technology, could be conducted locally in community centres and schools. The MPS should build on the Intromet initiative. Intromet is a new-style recruitment roadshow aimed at getting greater numbers of ethnic minority recruits into the MPS. The roadshow provides candidates with the opportunity to take PIRT in a more informal, relaxed environment.</p> <p>Additionally, ability tests could be developed in candidates' first language. Given that there are other measures of English language skills in the selection process, we need to ensure that candidates are provided with every opportunity to demonstrate their innate ability and reasoning skills.</p> <p>The working group recognise that psychometric test development is a long and costly process. However making the right decisions at the selection stage is critical. Ultimately an effective psychometric tool, designed to meet the needs of the MPS, will provide long-term gains for the organisation.</p>		

<p>Recommendation 15: The Inspectorate's findings should feed into the Service Improvement Review of Security Clearance Processes which has been approved by Management Board and the MPA for FY04/05.</p>	<p>At the request of Assistant Commissioner Tarique Ghaffur, the MPS Inspectorate carried out a review of the recruit vetting procedure, during which over 40 files were dip sampled. The Inspectorate report is included in Appendix C.</p>	<p>DPS Leads Cmdr. Phil Hagon</p> <p>DCS Phil Flower</p>	<p>Medium Term Completion</p> <p><i>DPS Update</i></p> <p>The vetting function moved to DPS in July 2003 and inherited 6,600 files which was as a result of a 52% increase in workload during the previous year. No new growth had been planned for PSG to meet the demands of these increased workloads. The appointment of a DPS Superintendent as Head of PSG led to an Action Plan containing 111 items for delivery. The numbers of staff within the unit have been enhanced so as to be more able to cope with the additional workloads. The majority of these actions have either been delivered or are in the process of being implemented and cover the observations made within the Thematic</p>
<p>Page 23</p>	<p>The Inspectorate findings are summarised in this section of the report. With the increased number of recruits and Police Community Support Officers (PCSOs) joining the MPS, the number of individuals requiring vetting has increased significantly. Although the vetting process has improved since it moved to the Directorate of Professional Standards, staff in the vetting unit have to cope with extreme volumes of work and the unit has a high turnover. There is confusion over the links with Special Branch's role in security clearance, which can lead to delays and duplication of effort. There is a lack of quality assurance measures, with a perception of the unit operating remotely, as well as a lack of intrusive line management supervision. The dip-sampling exercise completed by the Inspectorate reveals that despite the efforts made by the Superintendent in the Vetting unit to improve the process, it still presents itself as a considerable risk for the organisation.</p>		

			<p>Review of Race and Diversity. This progress has been charted by a variety of papers to Management Board and the Metropolitan Police Authority since July 2003 and further progress reports are planned. Work continues.</p>
<p><i>Recommendation 16: Assistant Commissioner HR to commission a feasibility study into developing community-centric recruitment processes.</i></p> <p><i>Page 26</i></p>	<p>The working group recommends that accountability for recruiting should lie with Borough Commanders and front line deliverers such as beat officers. Community opinion formers should also have a real say in the identification of recruitment talent from local communities. This information could then feed into a HR clearing house or outsourced supplier.</p> <p>An example of this system working in practice is the British Army's response to initial selection. The British Army has a local approach to recruiting whereby individuals interested in joining visit an Army Career's Information Office. There are a large number of such offices around the country. Potential recruits are provided with careers information and take a computer-based general ability test in the local office. These terminals are networked to a central database, which captures detailed recruit, selection and training data. Based on the results of the test and</p>	<p>HR Simon Marshall Director of Recruitment</p>	<p>Prepare commissioning brief</p> <p>Undertake procurement action if necessary to engage external provider</p> <p>Consider results of study and introduce appropriate changes to procedures</p>

	<p>additional careers guidance, potential recruits decide on their preferred trade or role. The benefits of such an approach include the early identification and mentoring of suitable candidates, future proofing, succession planning, maximising on local knowledge and empowering local communities to select their own officers and thereby complementing the local recruitment targets already provided to boroughs.</p>		
<p><i>Recommendation 17: Supporting the rationale behind recommendations 10 and 13, Assistant Commissioner HR should actively explore the single employer concept including a unified recruitment process for the Metropolitan Police Service.</i></p> <p>Page 26</p>	<p>The MPS has separate recruitment process for police officers, police staff, PCSOs and for the Special Constabulary. Not only is this expensive but it can often be self-perpetuating and can cause separatism.</p> <p>This would embrace the concept of the 'whole employer ethos' being featured currently in police recruiting advertisements. The process would enable candidates to be matched to the jobs to which they are most suited, based on their skills and experience. For example, individuals who have chosen the police as a career but who are unsuccessful in the police officer selection process could then be matched to other police staff positions in the MPS. The process would provide greater flexibility in the deployment of our human resources. Consideration should also be given to enabling specialist units to recruit directly. As part of the process to future-proof recruitment and selection, the MPS should</p>	<p>HR Michael Shurety Director Pay & Benefits</p> <p>HR Simon Marshall Director of Recruitment</p>	<p>Explore single employer concept to identify issue and implications</p> <p>Create unified recruitment process for all MPS personnel by identifying and removing fundamental differences, accepting need to retain specific job-related aspects where and when necessary</p>

	<p>ensure it keeps up to date with research about the different factors that attract applicants from diverse communities to jobs and track new officers and staff through their careers to determine whether their expectations have been met and how their perceptions of the organisation change. The Police Service of Northern Ireland (PSNI) has already embarked on a three year longitudinal study tracking new recruits.</p>		
<p><i>Recommendation 18: In addition to the two tutorials recruits currently receive the training school should introduce personal tutorials at the start of the 18 week course.</i></p> <p><i>Page 28</i></p>	<p>When recruits join the MPS, their very first day is a Sunday, when they are introduced to course staff and fellow trainees. The first day in a new organisation provides the opportunity to influence positive or negative perceptions, and is seen by course staff as being a critical phase in a new recruits' development. Effective induction provides direction and context, building on positive experiences and demonstrates that every new police officer is highly valued by the Service. It is also a crucial element in ensuring that people who are new to the organisation are made to feel welcome. On arrival, the recruits are allocated to classes. A buffet meal on the Sunday provides networking opportunities in an informal atmosphere, which is balanced by recruits signing a behavioural contract, setting the standards from the very start of their careers. Best practice has shown that an early personal tutorial between recruit and trainer is essential to give and receive feedback on the</p>	<p>HR Cmdr. Shabir Hussain DTD</p>	<p>To enhance induction of new recruits to include personal tutorials at the beginning of the course</p>

	<p>experiences of the recruitment process and to identify individual requirements. This process is a key initiative to keep both recruits and training staff on the 'front foot', enhancing commitment and stopping many examples of recruits becoming disillusioned.</p>		
<p>Recommendation 19: The HR Directorate should re-evaluate the ways in which performance is assessed during training</p> <p>Page 28 to 29</p>	<p>All new recruits start training from a common point on the first day of the intensive 18 week programme. Recruits essentially go through a test-based approach seeking to enhance their knowledge and build practical policing skills within a finite time.</p> <p>Following the day of induction on Sunday, recruits start the syllabus. The process of training is based on a golden thread system throughout the course. This is front-loaded with case studies, practical testing and frequent checks of knowledge using traditional written tests such as multiple-choice papers. In weeks 2 to 6 for instance, recruits engage in a theft scenario, from beginning to end. Other scenarios include burglary, robbery and domestic violence. The recruits work to MPS standards, rather than the national curriculum. The MPS system is more orientated to testing than identifying life skills. Recruits who have been out of education for a long time or who are not used to formal testing processes and examinations may be less well equipped to deal with the stresses and pressures of such systems. As a result, we may be losing potentially strong recruits with useful life skills.</p>	<p>HR Cmdr. Shabir Hussain DTD</p>	<p>The national modernisation of probationer training programme being introduced into the MPS will encompass this recommendation – recommendation 23 refers</p>

	Additionally skills development to meet rapid changes in the operational environment may not be delivered.		
<p>Recommendation 20: A programme of enhanced training, aligned to NVQs, should be introduced for trainers in order that the delivery of diversity training is kept at the fore. It is further recommended that a mutual support group for trainers should be established to allow further learning and network support to take place.</p> <p>Page 29</p>	<p>Diversity training is a common thread throughout the curriculum from pre-induction until the end of the training course. In spite of the regime of constant assessment and testing that is built into the recruits training programme, it is surprising therefore that diversity is taught but never assessed. The competence of the majority of trainers to deliver diversity training and deal with difficult issues is limited by the training they themselves receive. This is only two weeks in the first instance, with one week top-up modules. This situation has left a significant number of trainers feeling unsupported and exposed.</p>	<p>HR Cmdr. Shabir Hussain DTD</p>	<p>Current protocol for Diversity Training School to deliver all diversity training to recruits to be reviewed to consider continuation in the longer-term</p> <p>Training for Trainers course to incorporate personal diversity awareness module</p> <p>Check and maintain CRR training for all trainers</p> <p>Explore alignment of diversity training for trainers to NVQs</p> <p>Establish support group for trainers</p>
<p>Recommendation 21: The HR Directorate should revisit the BPA report to pick up the key themes and to identify areas for improvement</p>	<p>The BPA's report '<i>What is happening to our ethnic minorities?</i>,' provides additional information about the experiences and perceptions of officers who have been through the MPS selection and training process. It is</p>	<p>HR Director Martin Tiplady</p>	<p>To assess BPA report and identify key themes</p> <p>To draft an action plan for identifying areas for</p>

<p><i>improvement</i></p> <p><i>Page 30</i></p>	<p>unfortunate that the subsequent press leak and correction of the figures detracted attention from the underlying themes in the report. At a more general level, a closer relationship needs to be established between management at training school and the Staff Associations. By working together and taking on board the advice from Staff Associations, further improvements can be made at training school.</p>		<p>improvement</p> <p>Establish arrangements for consulting BPA during action planning and implementation</p> <p>Establish arrangements for consulting staff associations, trade unions and other staff support groups during action planning and implementation</p> <p>Implement areas for improvement</p>
<p><i>Recommendation 22: The HR Directorate should continue to expand and evaluate its innovative, non-residential training programmes, which provide greater flexibility and a more family-friendly approach.</i></p> <p><i>Page 29 to 30</i></p>	<p>In fact there are a number of unhelpful detractors for ethnic minority recruits, which seem to be a recurring theme, and have been allowed to persist without any positive action being taken. The lack of a home-to-home environment for instance is one such detractor that has a negative impact on ethnic minority recruits. Another issue is the culture at Hendon. The residential course concentrates large numbers of predominantly young people, where the consumption of alcohol is often central to off-duty socialising. This can often be to the exclusion and alienation of others. Recruits also raised concern about being</p>	<p>HR Cmdr. Shabir Hussain DTD</p>	<p>Continue to progress current activity to decentralise recruit training from Hendon and implementing principles of the Sunbury pilot</p>

	labelled under the heading 'Visible Ethnic Minority' on joining training school. Such terms can lead to feelings of isolation and segregation.		
<p><i>Recommendation 23: The HR Directorate should continue to develop training in line with the Home Office Modernising Probationer Training Programme. This includes more community involvement, a greater emphasis on diversity and using more progressive approaches to learning.</i></p> <p><i>Page 30</i></p>	<p>The present management want to promote Hendon as the foundation of the MPS, and for every person passing through the school to reflect their learning throughout their career. Linking training to the workplace and joining recruitment with training will do much to connect Hendon with mainstream policing activity again. The ethos of continuous learning may also do much to link training to the workplace.</p> <p>Furthermore, the management now take immediate action on diversity issues, as soon as they arise. This is aimed at local resolution, and the establishment of a new pastoral care unit. A Staff Association room will do much to resolve diversity problems as they arise.</p> <p>Sunbury training centre is piloting a new style of diversity training, which is tested as a competency area during practical exercises, in support of bringing diversity to the front of the agenda.</p> <p>As a final comment, the management team recognise that pro-activity in making training more relevant and flexible to modern needs will open up a world of opportunity to really make a difference. This is very much in line with the Probationers Modernisation Programme, which is considered good</p>	<p>HR Cmdr. Shabir Hussain DTD</p>	<p>Creating a detailed action plan for introducing the Modernising Probationer Training Programme into the MPS</p> <p>Continue to progress current activity to introduce changes in line with the Modernising Probationer Training Programme,</p>

	practice.		
<p><i>Recommendation 24: As identified in the recent internal audit report, HR Directorate needs to exercise its responsibility for training standards and re-establish control of probationer training and ensure corporate standards are met by boroughs.</i></p> <p><i>Page 31</i></p>	<p>After completing the 18 week course at Hendon, probationer training continues throughout the remainder of the probation period. The theoretical learning is delivered by the MPS's five continuation training centres, which serve groups of boroughs. Their development is controlled in a personal development portfolio, as part of the national Probationer Modernisation Programme. There is a helpdesk, which supports both probation and supervisory staff on boroughs. E-learning packages are also available to assist in probationers' development. Probationers are required to complete six exams as part of their continuation training.</p> <p>Practical learning for probationers should initially be achieved through the completion of a 10 week street duty course immediately after leaving Hendon. However, there is no consistency across the 32 boroughs. Some boroughs do not run the street duty course and compromise the system, potentially leaving gaps in probationers' experience and skills development. This causes tension between Territorial Policing and the HR Directorate. A further problem has arisen when Borough Commanders allow probationers who have not completed the six exams to be 'confirmed'. This highlights the fact that the current system is not holistic throughout weeks 1 to 104 as the HR Directorate loses control of recruits to</p>	<p>HR Cmdr. Shabir Hussain DTD</p>	<p>Evaluate full completion of Probationer assessment reports through the HR Evaluation process</p> <p>Determine steps required to reaffirm responsibility for managing training standards and overseeing probationer training in its entirety</p>

	Territorial Policing in week 19.		
<p>Recommendation 25: Consideration should be given to establishing a Training IAG to advise on diversity issues and help make training more relevant and flexible to modern needs</p> <p>Page 32</p>	<p>The MPS needs to give support by putting operational and diversity champions within the training environment to ensure experiential learning takes place quicker, and in the same way life skills of recruits need to be incorporated in systems to benefit the MPS. Furthermore, collective working is needed with Staff Associations, and more consideration needs to be given to active participation of communities, so that our recruits have the best start possible to their working careers.</p>	<p>HR Cmdr. Shabir Hussain DTD</p>	<p>Explore proposal with main IAG</p> <p>Establish training IAG</p>
<p>Recommendation 26: The HR Directorate should collect corporate data on the lateral career development of MPS officers and introduce positive action initiatives to increase the representation of visible ethnic minority officers in specialist units.</p> <p>Pages 35 to 37</p>	<p>Surprisingly, no corporate data is collected or available in respect of the lateral career development of visible ethnic minority officers and staff. However, the organisation does collect data on the make-up of individual business groups. Figure 6 demonstrates that the highest percentage of visible ethnic minority officers work on boroughs. As of December 2003, 6.84% of officers on MPS boroughs were from visible ethnic minorities. This is roughly double most of the other business groups, where between 3% and 4% of officers are from visible ethnic minorities.</p> <p>Figure 6 suggests that there is a lack of career progression from boroughs to other business groups for visible ethnic minorities. However, it should be noted that a proportion of visible</p>	<p>HR Gordon Davison Director, People Development</p>	<p>Initiate monitoring process</p> <p>Identify/develop interventions to assist specialist departments to attract and retain VEM and other minority group officers and staff</p>

	<p>ethnic minority officers on boroughs represent more recent joiners and it will take time for these officers to progress to other business groups. Additionally, a number of specialist units have made significant efforts recently to break down barriers and make their units attractive to all members of staff. Examples of such initiatives include the introduction of a careers service in Specialist Operations and a Firearms Unit (SO19) open day for female officers. Again, it will take time to realise the benefit of these initiatives.</p> <p>Looking at a more local level, Table 1 shows a breakdown of the percentage of VEM officers in a sample of MPS directorates and units. These units have been selected because of the impact of their activities on local communities from both a victim and offender perspective. As shown in Table 1, there is a wide variability in the proportion of visible ethnic minority officers in each of these units. Some specialist departments, such as Trident, have been relatively successful at attracting and recruiting officers from visible ethnic minorities. However, other departments such as Firearms and Child Protection have been less successful.</p> <p>From local data it is apparent that comparatively few officers from visible ethnic minorities apply for specialist posts and there is a perception by some that specialist roles or units are 'no go areas' for officers and staff from minority groups. Inflexible competency</p>		
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	<p>periods for particular positions can also disadvantage visible ethnic minority officers. Under-representation in these units is a major problem for the MPS. The organisation is in danger of creating a two-tier establishment whereby front-line policing becomes increasingly representative but specialist units, which attract kudos and significant exposure, are predominantly staffed by white officers. Based on current legislation, the MPS cannot set quota systems for selection into specialist posts. This would constitute positive discrimination. However, the following positive action initiatives should be considered:</p> <ul style="list-style-type: none"> • Job shadowing and job rotations, which would provide an opportunity for officers to become more familiar with specialist posts. • Short-term secondments. • Development centres, providing attendees with action plans for development aligned to competency areas. • Formalised succession planning in the shape of career pathways. • Reduced competency periods. <p>Another approach would be to introduce compulsory short-listing of visible ethnic minority applicants. However, under current legislation this constitutes positive discrimination and may also result in a backlash against visible ethnic minority</p>		

<p>Recommendation 27: DOIT team to work in collaboration with HR Directorate to further the concept of an MPS specific high potential development scheme.</p> <p>Page 40</p>	<p>officers.</p> <p>One of the benefits of having a hierarchical structure is that it allows for upwards career progression of officers. However, the lack of role models from visible ethnic minorities at more senior ranks, the absence of a more transparent posting system and the existence of disparate teams that develop their own 'like-minded' cultures can prevent the equal progression of officers from visible ethnic minorities. Although data from MPS promotion processes demonstrate that there is no adverse impact against visible ethnic minority candidates, the actual number of candidates from visible ethnic minorities applying for each promotion process is comparatively small. This effect is further compounded by the high potential development scheme. This is a system by which suitable officers can be fast-tracked to more senior ranks. However, of the 74 officers in the MPS selected under the Home Office scheme, only two are from visible ethnic minorities. It is acknowledged that the MPA HR committee is currently considering an MPS specific high potential scheme to run along side the current arrangements.</p>	<p>HR Gordon Davison Director, People Development</p>	<p>Develop scheme suitable for MPS</p> <p>Discussion with Home office about current national scheme</p> <p>Introduce MPS/ new national scheme</p>
<p>Recommendation 28: The MPS needs to monitor and collate data on the timescales for progression through ranks and bands. Qualitative and quantitative research must also</p>	<p>As the MPS does not collate corporate data on the average time it takes for officers to progress through each rank, it was not possible to perform any analysis to determine whether there is any disparity in the time it takes for visible ethnic minority officers to</p>	<p>HR Gordon Davison Director, People Development</p>	<p>Establish systematic monitoring process for length of service for progression</p> <p>Establish routine for</p>

<p><i>be undertaken to investigate the upwards and lateral career progression of visible ethnic minority officers and staff in the MPS and the reasons for any disparity.</i></p> <p><i>Page 40</i></p>	<p>progress upwards through the organisation. Anecdotal evidence from the MPS and research conducted in other government organisations indicates that it takes visible ethnic minority employees longer to progress upwards.</p>		<p>analysing monitoring data for disproportionality</p> <p>Undertake additional research to identify reasons for any disparity</p> <p>Determine interventions to redress any disproportionality</p>
<p>Recommendation 29: The MPS must implement a cohesive approach, supported by a clear policy, to career development, progression and retention.</p> <p><i>Page 43</i></p>	<p>The MPS's approach and ethos for developing and retaining its staff is far from cohesive. Different departments in different areas of the business work in isolation rather than in a joined-up manner. This leads to duplication of effort and inefficiency. Power struggles, parochialism and personal conflicts all hinder progress. The result of these issues is that officers and staff often feel directionless and are unaware of the best routes for lateral or upwards development.</p> <p>If the MPS does not find ways of addressing these problems, then more radical options may be demanded by influential opinion formers. These include:</p> <ul style="list-style-type: none"> • Quota systems at junior, middle and senior management levels. • Direct entry/recruitment into particular roles, ranks or police staff bands. 	<p>HR Gordon Davison Director, People Development</p>	<p>Identify all activities and where undertaken related to career development, progression and retention</p> <p>Create a cohesive strategy, building on work already being undertaken and the outcome of the "summit" (recommendation 30)</p> <p>Create clear responsibilities for each element of the strategy</p> <p>Market the strategy to all personnel</p>

<p>Recommendation 30: The HR Directorate should initiate an urgent summit including IAGs, the MPA, the Mayor's office and other key stakeholders to examine ways in which the situation of career development, progression and retention for visible ethnic minorities can be improved.</p> <p>Page 42 to 43</p>	<p>Although the MPS has managed to attract more visible ethnic minority officers, the organisation is still grossly under-represented at middle and senior management positions. Female visible ethnic minority officers are the most under-represented. Visible ethnic minority role models in senior positions and truly diverse management and command teams both contribute to the confidence of minority communities. Current processes for lateral and upwards career progression and the high wastage of visible ethnic minority recruits mean that it will take years for the MPS to be representative at all levels of the organisation. The lack of visible ethnic minority officers to compete for available jobs at middle and senior management levels exacerbates this problem. This, combined with an increase in Employment Tribunals commenced by black and minority ethnic staff points to a worrying trend that needs to be addressed with some urgency.</p>	<p>HR Gordon Davison Director, People Development</p>	<p>Arrange summit meeting</p> <p>Feed results into action plan for recommendation 29</p>
<p>Recommendation 31: DPS must make management information already available to borough and operational unit Commanders available to the public at large through the community consultative groups.</p>	<p>Falling complaints against the police can be perceived in a positive light particularly during a period when there has been a significant increase in probationers and workload. This should demonstrate to doubters that there has not been a drop in the standards or quality of new officers entering the organisation. However, the MPS needs to ensure that the reason for the drop in complaints is not due to</p>	<p>DPS Cmdr. Phil Hagon</p> <p>DCS Carl Bussey</p>	<p>Medium Term</p> <p>DPS Update</p> <p>The introduction of the National Intelligence Model within Professional Standards has within DPS created the ability to analyse data from complaints, internal inquiries,</p>

a lack of confidence in the system for reporting and investigating complaints, particularly amongst ethnic minority communities.

employment tribunals, compensation claims and civil actions, so as to obtain a clear picture of where preventative activity should be undertaken. A number of Borough Commanders have enjoyed inclusion meetings with senior DPS personnel in which this information is shared. Further OCU Commanders will receive this detailed data during the forthcoming year. Work has been commissioned with the Force Inspectorate (Operation Anacharsis 2) seeking to establish the reasons for the significant drop in complaints. However, there is no evidence to suggest that the drop is due to a lack of confidence in the system for reporting and investigating. We believe the new Regulations and the creation of the IPCC will lead to a significant increase in the number of complaints over the next few years, mainly due to a relaxation in the criteria about who can make a public complaint. Work continues.

For approval

<p><i>Recommendation 32: The <u>whole</u> process of informal resolution should be structurally devolved to borough/command unit level with DPS maintaining an administrative overview. Local managers should be trained so that they are sufficiently knowledgeable and confident to apply the process.</i></p> <p><i>Page 46 to 47</i></p>	<p>DPS have a significant concern that local managers on boroughs and operational command units are resistant to using the informal resolution route and too readily seek the support of DPS. This creates problems not only for DPS, in terms of workload, but also for the complainant and the officer against whom the complaint has been made. Failure to resolve appropriate cases at a local level leads to significant time delays whilst DPS conduct an investigation. In turn, this can cause frustration, dissatisfaction and a lack of confidence in the police on the part of the complainant. The long value chain involved in dealing with complaints, including the PCA, lawyers and the Crown Prosecution Service, exacerbate the sense of frustration experienced by the complainant. A lack of knowledge around complaints and powers to resolve them or bring them to a swift conclusion contributes to the problem. When the officer subject to the complaint is from an ethnic minority group, managers are even more likely to forward the complaint to DPS. Both fear of accusations of racism and a lack of capability of managers may be relevant</p>	<p>DPS Cmdr. Phil Hagon</p>	<p>Medium Term</p> <p>DPS Update</p> <p>This recommendation has been overtaken with the instigation of the IPCC. Informal resolution processes have changed and are now called local resolution. The IPCC Implementation Steering Group chaired by DPS ACPO has instigated training packages for Boroughs on this issue. The ethos of devolvement is entirely sound, but the new Regulations contain an expansion of the criteria for what can be dealt with under the local resolution process. In effect this means that DPS need to negotiate and consult with the IPCC to obtain approval for using the local resolution process in the more serious cases. It follows then that local resolution is not a matter that can be entirely devolved to</p>

	<p>factors here.</p> <p>There is also an organisational tendency to formalise complaints with the end result often being delays in resolutions for both the complainant and the officer against whom a complaint is being made. This is evident through the near exclusive submission of all matters at training school, no matter how minor, to DPS.</p> <p>Boroughs and specialist units have developed a strong understanding of their local communities and, as such, should have responsibility for dealing with complaints, using a standardised framework.</p>		<p>can be entirely devolved to Boroughs. Work continues</p>
<p><i>Recommendation 33: The MPS should introduce a job rotation system whereby a proportion of all borough and operational command unit Inspectors complete a six month secondment in DPS and DPS Inspectors work in other departments and boroughs for the same time period.</i></p> <p><i>Page 47</i></p>	<p>Another issue is the length of service of officers in DPS. There is a danger that officers staying too long in DPS become removed from day-to-day policing. This can lead to the directorate becoming too insular and over zealous in its approach to investigating complaints.</p>	<p>DPS Cmdr. Phil Hagon</p>	<p>Medium Term</p> <p>DPS Update</p> <p>This recommendation will be actioned by the DPS Training and Development Board. There is a considerable turnover of staff within the Directorate and it must be acknowledged that all those staff are experienced of working in other departments and Boroughs since DPS only employs experienced officers. The ethos of OCU Inspectors competing a period of time within DPS is accepted and the practical ramifications of this recommendation will be examined in consultation with other business groups.</p>

<p>Recommendation 34: DPS needs to continue in its efforts, through already commissioned research, to verify the reasons for the disproportionality of black and Asian officers subject to internal complaints.</p> <p>Page 48</p>	<p>With regards to the analysis of internal complaints data, it is of considerable concern that black and Asian officers are one and a half to two times more likely to be the subject of internal investigations <i>and</i> written warnings. This finding is verified by the BPA report and through the evidence of other Staff Associations. Some of the reasons for this include a tendency for managers to initiate formal processes quickly, a lack of knowledge of how to resolve complaints locally, and a difference in the interpretation of the codes of conduct by diverse groups within the organisation.</p>	<p>DPS DAC Steve Roberts</p>	<p>Medium Term</p> <p>DPS Update</p> <p>2003 saw the DPS instigate the research to examine the reasons for the observed disproportionality of black and Asian officers subject to internal complaints which has been recognise as a national phenomena. This complex academic research will be conducted jointly by the MPS and the Home Office and is currently at the stage of identifying or seeking tenders for this work from suitable highly qualified academics. Work continues.</p>
<p>Recommendation 35: All minor internal complaints should be managed at borough/command unit level. Appropriate advice</p>	<p>As with external complaints, the ideal solution is to resolve an allegation as expeditiously as possible, assuring proportionate levels of intervention and investigation. The issues</p>	<p>DPS DAC Steve Roberts</p>	<p>Complete</p> <p>DPS Update</p> <p>DPS strongly supports this</p>

<p>and support should be given by DPS who would also maintain an administrative overview.</p> <p>Page 48</p>	<p>raised previously regarding lack of knowledge of processes and fear of reprisals are relevant to the internal complaints process. The requirements for effective leadership and intrusive supervision are both critical to trying to prevent complaints arising and also in responding to and managing internal complaints.</p> <p>Minor internal complaints often arise due to failure to comply with standards or mistakes made at a local level. The quickest and easiest way to respond to these breaches is at a local borough or command unit level, following a standardised framework. This approach will also enhance the transfer of learning.</p>		<p>recommendation that minor internal complaints (rather than public complaints which come within the purview of the IPCC) should ideally be dealt with locally. DPS have already encouraged this with the publication of the Written Warnings Manual which has been supplied to all OCUs and provides a simplified process for the administration of local discipline. Each OCU has a DPS Single Point of Contact (SPOC) so as to provide appropriate advice and support to the OCU SMT. This recommendation is considered complete.</p>
<p>Recommendation 36: The identity of Gold Group members should be disclosed to interested parties and panel members should be suitably representative to address the issues being manage. In addition the rationale for the creation of the group should be transparent.</p> <p>Page 48 to 49</p>	<p>Internal incidents that are assessed as having serious implications for the MPS are often the subject of 'Gold Groups' where a panel of senior managers, sometimes with an independent element, consider the most appropriate way forward. This has taken good practice from operational policing into our internal working environment. If, however, there is to be fairness and transparency the identity of Gold Group members should be available to interested parties. Additionally, the membership should be sufficiently diverse</p>	<p>DPS DAC Steve Roberts</p> <p>Cmdr Hagon</p>	<p>Complete</p> <p>DPS Update</p> <p>Considerable use is made within DPS of the good services of the Independent Advisory Group (IAG) in a variety of Gold Groups. Each Gold Group now has written terms of reference so as to display the rationale of the Group in a transparent fashion. The membership of</p>

	to comment on and address the issues for consideration.		fashion. The membership of these Gold Groups will be made available to interested parties upon request. This recommendation is deemed to be complete
<p>Recommendation 37: The MPS needs to make more effort effectively implement and disseminate the learning from grievances</p> <p>Page 50</p>	<p>The FAW process should result in better, quicker and more localised resolution of grievances, whilst maintaining objectivity and fairness. Only time will tell whether this is the case and whether our staff have confidence in the system. Clearly, the organisation should focus on the prevention of behaviour that would lead to an individual taking out a grievance against another member of staff. This requires every member of the organisation to truly embrace diversity, to demonstrate strong leadership qualities, to appreciate individuality and difference and to respect colleagues.</p>	<p>HR Paul Madge A/Director, HR Services</p>	<p>Review existing arrangements for disseminating learning from Fairness At Work cases</p> <p>Determine mechanisms for co-ordination with ET unit</p> <p>Consider how to identify and include learning from informal FAW activity</p> <p>Identify improvements to better disseminate learning</p> <p>Introduce improvements and monitor</p>
<p>Recommendation 38: Subject to the success of current pilot projects the MPS should formally</p>	<p>When grievance cases do occur, resolving them at a local level to the satisfaction of all parties, has to be more desirable than progressing to an employment tribunal</p>	<p>HR Paul Madge A/Director, HR Services</p>	<p>Evaluate current pilot</p> <p>Consider introduction as integral part of refined FAW</p>

<p><i>introduce restorative justice systems to resolve grievances.</i></p> <p><i>Page 50</i></p>	<p>progressing to an employment tribunal. Tribunals generate a high degree of fear, perpetuate a culture of relying on formal processes and often result in counter claims. They are also time consuming and costly for the organisation. Whilst Staff Associations are a source of critical advice and support, they can also become over-involved and heighten the levels of formality of resolution.</p>	<p>Services</p>	<p>procedure</p>
<p><i>Recommendation 39: Support strategies should be put in place to provide appropriate assistance to officers and staff, including parties involved during a case and to help re-integrate them back into 'working life'.</i></p> <p><i>Page 50</i></p>	<p>It is important that officers and staff who are involved in complaints, internal investigations, criminal investigations, disciplines, grievances or employment tribunals receive appropriate support from the MPS both during and after their involvement. The impact on the well-being of staff and their families involved in such cases should not be underestimated. Officers and staff can feel both stigmatised and isolated.</p>	<p>HR Paul Madge A/Director, HR Services</p>	<p>Review existing arrangements</p> <p>Identify elements of a support strategy</p> <p>Develop and introduce a support strategy</p>
<p><i>Recommendation 40: The MPS should scope the feasibility of involving community representatives in the complaints and grievance process.</i></p> <p><i>Page 51</i></p>	<p>The working group recommends that DPS should maintain responsibility for anti-corruption and the investigation of serious complaints. However, responsibility for the investigation and resolution of all other complaints should reside with local management teams. This will require officers and staff to be better skilled to respond to such a challenge and to understand better the system of informal resolutions. The MPS should also move to a system of involving community representatives in the resolution of</p>		<p>Initially allocated to DCC4 who believe this can be best dealt with if owned by DPS and supported by the DCC4 Strategic relationship Team.</p> <p>Sent to DPS commander Hagon to assess on 29.6.04</p> <p>Awaits response.</p>

	complaints and grievances. This approach works successfully in schools where independent governors, drawn from local communities, sit on discipline hearings and preside over complaints.		
<p><i>Recommendation 41: The Diversity Board, chaired by the Deputy Commissioner, should review the way that internal capability building is achieved, on the foundations of leadership and diversity.</i></p> <p><i>Page 53</i></p>	<p>Recent events have created a significant environment of fear and uncertainty over how to take a more customised approach within a highly bureaucratic and de-personalised system of HR, complaints and legal procedures. At times it almost seems as if common sense and initiative have been suspended by not taking a more pragmatic and less formal approach where people resolve issues between themselves. Perversely the myriad of HR, complaints and legal policies and procedures become a leviathan effectively strangling the organisation.</p> <p>We need to:</p> <ol style="list-style-type: none"> a) Soften the approach to HR to be more people-centred and less bureaucratic. b) Repeat the skills development of our staff to handle race and diversity issues as well internally as they do externally. c) Become a representative organisation with representative leadership teams, which can manage and deal with difference. d) Leaders need to celebrate, promote and welcome diversity, recognising the advantages of truly diverse workforce for the MPS. 	<p>HR Director Martin Tiplady</p>	<p>Review existing arrangements for building leadership and diversity capability</p> <p>Identify improvement required</p> <p>Take into account outcome of recent ICG report into 'MPS Leadership and Diversity Academy'</p> <p>Take into account the outcome of the Morris Inquiry in this aspect</p> <p>Establish mechanism to deliver the identified improvements, and introduce</p>

<p>Recommendation 42: The MPS needs to introduce a programme to manage and incorporate new legislation into the organisation. The programme should include risk identification and assessment, progress, performance, compliance, and evaluation of the impact of new legislation and costs. The Deputy Commissioner's Command should take the lead for this programme.</p> <p>Page 54 to 55</p>	<p>The working group carried out an evaluation of the methods used by the MPS to meet its legal requirements and whether the implementation of the requirements has been sufficiently mainstreamed into the daily workings of the organisation. -----→</p> <p>The response to these legal changes has in many areas resulted in its wholesale adoption within operational activity. Breaches of The Human Rights Act for example can lead to lost criminal cases and the business case is easily identifiable to our workforce. The challenges lie in the adoption of other legislation, equally important, where the direct connection with law enforcement is not always evident to front line officers and staff facing confrontation and conflict on a daily basis. A more holistic approach needs to be developed when considering our responses to such legislative changes with research to evaluate its cost and likely impact if we are to avoid a 'tick box' mentality.</p>	<p>DCC2 Ch. Supt. Ian Dyson</p>	<p>Awaits consideration by Step Change Programme.</p>
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Approval

APPENDIX 6. Lawrence Inquiry Report Recommendations Update 09/04

This report is an update to the report dated 12th May 2004 concerning the progress to date of each of the seventy recommendations made by Lord McPherson into the racist murder of Stephen Lawrence.

This document outlines organisational progress and guides the reader to the areas where the Metropolitan Police Service (MPS) still has some distance to go to implement the recommendations in full.

By their very nature, the recommendations require ongoing close monitoring and supervision to ensure they meet with changing needs and priorities. Clearly identified ACPO ranked MPS police officers and senior MPS police staff must be held accountable for implementing, progressing and monitoring each and every one of the recommendations as they affect the MPS.

The MPS should be held accountable to meet these changing needs, setting realistic timetables for implementation in consultation and agreement with our internal and external partners.

Consideration should also be given to the formation of an Independent Advisory Group (IAG) involving the CRE, MPA, HMIC and the EOC in order to ensure timely progress.

The previous report highlighted a total of seventeen recommendations, which were deemed to be 'critical' to the MPS as a result of the committee meeting held at the Diversity Directorate on 23rd January 2004 to discuss the implementation of the Recommendations of the Stephen Lawrence Inquiry Report.

The report dated 12/05/2004 highlighted which of the recommendations were now considered to be 'embedded' in MPS practice and policy and which recommendations would still be regarded as 'critical' and requiring further development and action.

RECOMMENDATIONS

1. That a Ministerial Priority be established for all police services:

“To increase trust and confidence in policing amongst minority ethnic communities”.

This recommendation has been incorporated into MPS Policing Plans since 1999 and is currently reflected in the National Policing Plan 2003/2006. This recommendation is subsumed within the general duties of the Race Relations (Amendment) Act and therefore within the MPS Race Equality Scheme.

The Home Secretary has used his powers under section 36A of the Police Act 1996 to make this recommendation an objective of all police forces and is set out in the National Policing Plan 2004-2007.

2. The process of implementing, monitoring and assessing the Ministerial Priority should include Performance Indicators in relation to:

- a. The existence and application of strategies for the prevention, recording, investigation and prosecution of racist incidents;
- b. Measure to encourage reporting of racist incidents;
- c. The number of recorded racist incidents and related detection levels;
- d. The degree of multi-agency co-operation and information exchange;
- e. Achieving equal satisfaction levels across all ethnic groups in public satisfaction surveys;
- f. The adequacy of provision and training of family and witness/victim liaison officers;

- g. The nature, extent and achievement of racism awareness training;
- h. The policy directives governing stop and search procedures and their outcomes;
- i. Levels of recruitment, retention and progression of minority ethnic recruits; and
- j. Levels of complaint of racist behaviour or attitude and their outcomes.

The overall aim being the elimination of racist prejudice and disadvantage and the demonstration of fairness in all aspects of policing.

Performance indicators set up through the Police Performance Assessment Framework (PPAF), which came into force in April 2004, are as follows:

- Racist Incidents
- Stop and Search
- Violence Against the Person
- Achieving equal Satisfaction
- Recruitment Retention and Progression

These will be reported against quarterly.

Internally, performance indicators for the above are due to published shortly.

This recommendation is considered as **not embedded** and is still a **critical** area for the MPS.

Recommendations 3 to 11 have been assessed as **not MPS relevant**.

DEFINITION OF RACIST INCIDENT.

12. That the definition should be:

“A racist incident is any incident which is perceived to be racist by the victim or any other person”.

No changes since the last update and considered to be **embedded**.

13. That the term ‘racist incident’ must be understood to include crimes and non-crimes in policing terms. Both must be reported, recorded and investigated with equal commitment.

Following ‘The Secret Policeman’, the Supt Ali Desai case and The Morris Inquiry headed by Sir Bill Morris inquiring into the assertion that crimes committed by white officers on black officers are not pursued as rigorously as those involving members of the public, this recommendation is considered as **not embedded** and still **critical**.

The MPS awaits results of action plans emanating from the Morris Inquiry and the recently published ‘Thematic review of race and diversity in the Metropolitan Police Service’ compiled by Assistant Commissioner Tarique Ghaffur.

A total of 42 recommendations have been made as a result of the Ghaffur Report and are in the process of being actioned at the time of writing this update. Each has a named senior officer or senior member of police staff as the lead stakeholder responsible for initial actions.

14. That this definition should be universally adopted by the Police, local Government and other relevant agencies.

No changes since the last update and considered to be **embedded**.

15. That Codes of Practice be established by the Home Office, in consultation with Police Services, local Government and relevant agencies, to create a comprehensive system of reporting and recording of all racist incidents and crimes.

No changes since the last update and considered **embedded**.

16. That all possible steps should be taken by Police Services at local level in consultation with local Government and other agencies and local communities to encourage the reporting of racist incidents and crimes.

This should include:

- The ability to report at locations other than police stations; and
- The ability to report 24 hours a day.

No changes since the last update and considered **embedded**.

17. That there should be close co-operation between Police Services and local Government and other agencies, including in particular Housing and Education Departments, to ensure that all information as to racist incidents and crimes is shared and is readily available to all agencies.

No changes since the last update and considered **embedded**.

18. That ACPO, in consultation with local Government and other relevant agencies, should review its Good Practice Guide for Police Response to Racial Incidents in the light of this Report and our Recommendations. Consideration should be given to the production by ACPO of a manual or model for such investigation, to complement their current Manual of Murder Investigation.

No changes since the last update and considered **embedded**.

19. That ACPO devise Codes of Practice to govern Reviews of Investigations of crime, in order to ensure that such Reviews are open and thorough. Such codes should be consistently used by all Police Services. Consideration should be

given to such practice providing for Reviews to be carried out by an external Police Service.

No changes since the last update and considered embedded.

20. That MPS procedures at the scene of incidents be reviewed in order to ensure co-ordination between uniformed and CID officers and to ensure that senior officers are aware of and fulfil the command responsibilities which their role demands.

No changes since the last update and considered embedded.

21. That the MPS review their procedures for the recording and retention of information in relation to incidents and crimes, to ensure that adequate records are made by individual officers and specialist units in relation to their functions, and that strict rules require the retention of all such records as long as an investigation remains open.

No changes since the last update and considered embedded.

22. That the MPS review their internal inspection and accountability processes to ensure that policy directives are observed.

No changes since the last update and considered embedded.

23. That Police Services should ensure that at local level there are readily available designated and trained Family Liaison Officers.

No changes since the last update and considered embedded.

24. That training of Family Liaison Officers must include training in racism awareness and cultural diversity, so that families are treated appropriately, professionally, with respect and according to their needs.

No changes since the last update and considered embedded.

25. That Family Liaison Officers shall, where appointed, be dedicated primarily if not exclusively to that task.

No changes since the last update and considered embedded.

26. That Senior Investigating Officers and Family Liaison Officers be made aware that good practice and their positive duty shall be the satisfactory management of family liaison, together with the provision to a victim's family of all possible information about the crime and its investigation.

No changes since the last update and considered **embedded**.

27. That good practice shall provide that any request made by the family of a victim which is not acceded to, and any complaint made by any member of the family, shall be formally recorded by the SIO and shall be reported to the immediate superior officer.

No changes since the last update and considered **embedded**.

28. That Police Services and Victim Support Services ensure that their systems provide for the pro-active use of local contacts within minority ethnic communities to assist with family liaison where appropriate.

Two new advisory groups have been formed since the last update report, the Gypsy Traveller Advisory Group and the Disability Advisory Group. The former is up and working, it's members already having attended several Gold groups; the latter is at the selection of members stage. The DCC4 Strategic Relationships Team (SRT) has now set up a computerised database of community contacts, which allow entries to be searched to find people with particular skills or life experience in response to requests from boroughs or other units.

Cultural guidance, written in conjunction with Gypsy and Traveller groups, has been given to officers in order to assist them to investigate crime where Gypsies and Travellers are victims more sensitively and effectively.

Otherwise, no changes since the last update and still considered '**critical**'.

29. That Police Services should together with the Home Office develop guidelines as to the handling of victims and witnesses, particularly in the field of racist incidents and crimes. The Victim's Charter to be reviewed in this context.

The Domestic Violence, Crime and Victims (DVCV) Bill, which is expected to receive Royal Assent later this year, will give the Home Secretary powers to introduce a statutory Code of Practice, which will replace the Victims Charter. The Bill will enable courts on conviction or acquittal for any offence to impose restraining orders if they consider it necessary to protect a person from harassment. At present, such orders may only be imposed on offenders convicted of harassment or causing fear of violence.

Otherwise, no changes since the last update and considered **embedded**.

30. That Police Services and Victim Support Services ensure that their systems provide for the pro-active use of local contacts within minority ethnic

communities to assist with Victim Support and with the handling and interviewing of sensitive witnesses.

The Diversity Directorate is awaiting the result of a full report into the use of community contacts specifically for the interviewing of witnesses on at least one borough in order to progress this recommendation further.

The Home Office recently appointed a Victims Advisory Panel. This includes representatives of two ethnic minority organisations concerned with racist incidents.

The DCC4 Strategic Relationships Team continues to support both borough and central units in providing local and strategic contacts to assist in the conduct of investigations

This recommendation is therefore still considered as MPS relevant, **not** embedded and still **'critical'**.

31. That Police Services ensure the provision of training and the availability of victim/witness liaison officers, and ensure their use in appropriate areas particularly in the field of racist incidents and crimes, where the need for a sensitive approach to young and vulnerable victims and witnesses is paramount.

No changes since the last update and considered **embedded**.

PROSECUTION OF RACIST CRIMES.

32. That the standard of proof of such crimes should remain unchanged.

33. That the CPS should consider that, in deciding whether a criminal prosecution should proceed, once the CPS evidential test is satisfied there should be a reputable presumption that the public interest test should be in favour of prosecution.

Recommendations 32 and 33 have been assessed as **not MPS relevant**.

[However, the standard of proof for racist crimes remains unchanged.](#)

The CPS has developed a new training programme on racially and religiously aggravated crime. As at March 2004, 1,251 staff had attended the training.

34. That Police Services and the CPS should ensure that particular care is taken at all stages of prosecution to recognise and to include reference to any evidence of racist motivation. In particular it should be the duty of the CPS to ensure that such evidence is referred to both at trial and in the sentencing process (including Newton hearings). The CPS and Counsel to ensure that no "plea bargaining" should ever be allowed to exclude such evidence.

[The Diversity Directorate awaits a report from the MPS Criminal Justice Office as to the progress of CPS working in police stations in response to this recommendation.](#)

The CPS published and launched its policy statement on the prosecution of racist and religious crime in July 2003 after engagement and consultation with groups and individuals representing black and minority ethnic communities, faith communities and Criminal Justice System partners. The policy statement is on the CPS website. The policy statement has also been translated into 13 languages – translated copies are available from the CPS.

35. That the CPS ensure that a victim or victim's family shall be consulted and kept informed as to any proposal to discontinue proceedings.

36. That the CPS should have the positive duty always to notify a victim and victim's family personally of a decision to discontinue, particularly in cases of racist crime, with speed and sensitivity.

37. That the CPS ensure that all decisions to discontinue any prosecution should be carefully and fully recorded in writing, and that save in exceptional circumstances, such written decisions should be disclosable to a victim or a victim's family.

38. That consideration should be given to the Court of Appeal being given power to permit prosecution after acquittal where fresh and viable evidence is presented.

39. That consideration should be given to amendment of the law to allow prosecution of offences involving racist language or behaviour, and of offences involving the possession of offensive weapons, where such conduct can be proved to have taken place otherwise than in a public place.

40. That the ability to initiate a private prosecution should remain unchanged.

41. That consideration should be given to the proposition that victims or victims' families should be allowed to become "civil parties" to criminal proceedings, to facilitate and to ensure the provision of all relevant information to victims or their families.

42. That there should be advance disclosure of evidence and documents as of right to parties who have leave from a Coroner to appear at an inquest.

43. That consideration be given to the provision of Legal Aid to victims or the families of victims to cover representation at an inquest in appropriate cases.

Recommendations 35 to 43 have been assessed as not MPS relevant.

44. That Police Services and the Courts seek to prevent the intimidation of victims and witnesses by imposing appropriate bail conditions.

The Diversity Directorate is still awaiting a report from the MPS Criminal Justice Office as to the effectiveness of our efforts to prevent intimidation of victims and witnesses.

TRAINING

45. That First Aid training for all “public contact” police officers (including senior officers) should at once be reviewed and revised to ensure that they have basic skills to apply First Aid. Officers must be taught to “think first aid”, and first and foremost “A (Airways), B (Breathing) and C (Circulation)”.

This rolling programme has now been implemented. Boroughs are responsible that all officers mentioned are Emergency Life Support (ELS) trained every three years and the BOCU trainers carry out this training. These trainers are trained, monitored and assessed on a regular basis by the Civil Staff First Aid Training Team.

This recommendation is no longer considered to be ‘critical’.

46. That training in First Aid including refresher training should include testing to recognised and published standards in every Police Service.

All First Aid Competencies set out in Special Notice 12/03 (supersedes 6/00) have now been met under Centrex (formerly National Police Training). All are now aligned to recommendation 45.

This recommendation is no longer considered to be ‘critical’.

47. That Police Services should annually review First Aid training, and ensure that “public contact” officers are trained and tested to recognised and published standards.

All “public contact” officers are now required to attend Emergency Life Saving (ELS) training every three years. From January 2005 a new system of Borough monitoring will be introduced to ensure compliance and that standards are being maintained.

This recommendation is no longer considered to be ‘critical’.

TRAINING

48. That there should be an immediate review of and revision of racism awareness training within Police Services to ensure:

- a) That there exists a consistent strategy to deliver appropriate training within all Police Services, based upon the value of our cultural diversity.
- b) That training courses are designed and delivered in order to develop the full understanding that good community relations are essential to good policing and that a racist officer is an incompetent officer.

a) As a result of work emanating from recommendations made by the HMIC thematic inspection 'Diversity Matters' (published in 2003), the Police Race and Diversity Learning and Development Programme (PRDLDP) Board based at the Home Office, has developed a clear strategy for future Race and Diversity learning and development in the police service, which is due to be issued to chief officers by the end of 2004. The MPS are a member of the programme executive (of the programme board), represented by the Diversity Training Strategy Unit (DTSU) of the Diversity Directorate.

b) The Police Race and Diversity Learning and Development Programme (PRDLDP) seeks to help fulfil a principal aim of the Government's Police Reform Programme by providing a citizen-focussed service that responds to the needs of individuals and communities, inspiring confidence in the police. The PRDLDP places community involvement at the heart of all stages of learning and development (the needs analysis, design, delivery and evaluation).

In order to evaluate race and diversity learning and development effectively, all members of the police service will be assessed against National Occupational Standards (NOS) (in particular NOS 1A4: Foster people's equality, diversity and rights and NOS 1A5: Promote people's equality, diversity and rights).

In January 2005, Diversity Directorate Training Branch will develop a MPS-specific version of the national framework which will be an integral component of the new MPS Diversity Strategy (which will be published in April 2005).

49. That all police officers, including CID and civilian staff, should be trained in racism awareness and valuing cultural diversity.

A first phase of mandatory and corporate Community and Race relations (CRR) training was delivered throughout the MPS and completed by December 2002. A core aim of that training was to recognise the links between the training and operational service delivery. To date 39,727 staff have been trained. 5,385 Police Staff have had a one-day course and all recruits have received training as part of their foundation course since August 2001. Top-up training is being done to capture those staff who have missed the training because of career breaks, secondments etc. Similar material is delivered during many other courses including promotion development.

Whilst awareness of the Race Relations (Amendment) Act 2000 has been raised throughout the MPS, a proportionate training strategy to meet the training needs of the MPS in meeting the duties imposed by the Act has still to be finalised. In July, the MPS Race Relations Amendment Act Steering Group commissioned the Directorate of Training and Development's Training Standards Unit to undertake a performance needs analysis to identify any potential training need. The PNA is due to be completed by the end of the year.

50. That police training and practical experience in the field of racism awareness and valuing cultural diversity should regularly be conducted at local

level. And that it should be recognised that local minority ethnic communities should be involved in such training and experience.

The 'Phase 1' workshops were delivered at Borough level using police and Associate trainers, many of whom were drawn from local communities. Each course involved an interface with people drawn from the local community, to participate in an open and frank exchange of views on the local policing experience.

The Police Race and Diversity Learning and Development Programme (PRDLDP) seeks to help fulfil a principal aim of the Government's Police Reform Programme by providing a citizen-focussed service that responds to the needs of individuals and communities, inspiring confidence in the police.

A key element of the Police Race and Diversity Learning and Development Programme (PRDLDP) is the placing of Race and Diversity into the operational context of the individual, and the development of an understanding of the notion of a 'critical encounter'. Diversity Training Branch is currently developing the model of 'critical encounter'.

The notion of a 'critical encounter' is illustrated in the use of community contribution from a range of minority group perspectives, who have involvement at various points throughout the 18-week Recruit training programme i.e., role play scenarios.

The high point of their involvement is a complete day, where the different minority groups take part in a series of facilitated discussions from their respective perspectives, with the recruits. There is exploration of their experiences, and of the issues they have with the police, with the debrief focus on how these make up those important 'critical encounters' for the MPS, which can impact upon the trust and confidence of our minority communities. This can enable the identification of factors that contribute to positive and negative experiences/outcomes for the MPS and the people we serve.

A similar day of community involvement is provided as part of the Designated Detention Officer training, involving members of minority communities who have experience of being detained. This allows the opportunity to focus the learning around a particular 'critical encounter' for the MPS, which draws on the expectations and experiences minority group members have had whilst being detained. Once again this can enable the identification of factors that contribute to positive and negative experiences/outcomes for the MPS and the people we serve in this specific environment.

The PRDLDP places community involvement at the heart of all stages of learning and development (the needs analysis, design, delivery and evaluation). To support this aim, the Association of Police Authorities (APA) is compiling guidance on community involvement in the design, delivery and evaluation of police learning and development, to be published by the end of 2004.

51. That consideration be given by Police Services to promoting joint training with members of other organisations or professions otherwise than on police premises.

All 'Phase 1' CRR training for front line staff and police officers was delivered away from police premises and typically took place in town halls, community centres and further education establishments. There has been a small amount of joint training with other organisations such as took place in Kensington and Chelsea in 2001.

52. That the Home Office together with Police Services should publish recognised standards of training aims and objectives in the field of racism awareness and valuing cultural diversity.

As a result of work emanating from recommendations made by the HMIC thematic inspection 'Diversity Matters' (published in 2003). The Police Race and Diversity Learning and Development Programme (PRDLDP) Board based at the Home Office, has developed a clear strategy for future Race and Diversity learning and development in the police service, which is due to be issued to chief officers by the end of 2004. The MPS are a member of the programme executive (of the programme board), represented by the Diversity Training Strategy Unit (DTSU) of the Diversity Directorate.

As part of the Police Race and Diversity Learning and Development Programme (PRDLDP), a National Learning Requirement for Race and Diversity learning and development has now been prepared for the police service. It is intended this will include learning outcomes and learning descriptors for the police service across the areas of race, gender, sexual orientation, disability, religion and belief and age.

This will be part of the strategy to be issued to chief officers by the end of 2004. On publication, the MPS Training Management Board will consider how the MPS will respond.

53. That there should be independent and regular monitoring of training within all Police Services to test both implementation and achievement of such training.

There is an on-going process as part of the MPS systems approach to training. With reference to Phase 1 CRR training, two members of staff within the MPS Training Standards Unit have been employed, full time, on this project and their final report has recently been published. The MPA has sponsored an independent evaluation of MPS CRR training. Community Safety Unit (CSU) training has been reviewed by the MPS Internal Consultancy Group and as mentioned above HMIC inspections have also considered such training.

The Police Race and Diversity Learning and Development programme (PRDLDP), sets out within the strategy a series of key performance indicators for race and diversity learning development. The intention is that performance around race and diversity learning and development will be assessed at four levels (individual, team, force, service).

A range of measures are being considered which include the policing performance assessment framework indicators (PPAF), HMIC Baseline assessments, use of the Home Office annual data requirement (ADR), in-force monitoring, use of national occupational standards (NOS) and the PDR's.

On publication of the strategy, the MPS Training Management Board will consider how the MPS will respond.

54. That consideration be given to a review of the provision of training in racism awareness and valuing cultural diversity in local Government and other agencies including other sections of the Criminal Justice System.

Recommendation **54** awaits a report from Operation Emerald (Formerly MPS Criminal Justice Unit).

EMPLOYMENT, DISCIPLINE AND COMPLAINTS.

55. That the changes to Police Disciplinary and Complaints procedures proposed by the Home Secretary should be fully implemented and closely and publicly monitored as to their effectiveness.

The Police Reform Act 2000 has provided the legislative background for the inception of the Independent Police Complaints Commission (IPCC) and the new Police (Conduct) Regulations and the Police (Complaints and Misconduct) Regulations 2004.

The IPCC have taken on the role of Guardianship of the Complaints system and as a consequence of the PRA 2002 have the authority to **independently** investigate complaints and conduct allegations with some or no involvement of police. Further, they have the ability in all cases that have not been subject to complaint, for investigation by themselves or the appropriate authority, as they determine if it is deemed to be in the interest of public confidence and/or the public interest. This does not preclude the appropriate authority referring matters voluntarily to the Commission, as was the case for the PCA.

Deaths following contact with police are now likely to be dealt with independently by the Commission or Managed/Supervised using an outside force to satisfy the requirements of the Human Rights Acts Article 2.

1. Openness – Investigating Officers Report –the MPS have taken the decision (at odds with other forces) to make the IO report available to the complainant and the person subject to the complaint and new style reports for new cases post 1st April 2004 are coming on line (subject to the provisions of the Harm Test PRA 2002 Part 2 20(6)).

Other confidence boosting measures – paper to be presented to the MPA PSCC (7.10.2004) for authority to grant ex gratia payments up to £100 for low-level complaints subject to Local Resolution. This is to be offered to allay any initial

sense of grievance in order to facilitate LR without making an admission of liability.

Right to appeal – now introduced against non-recording, against the outcome of an investigation to include failure to keep parties informed and updated on a four weekly basis, and the right to appeal against failures in the Local Resolution procedures.

Increased use of Local Resolution (formerly known as Informal Resolution) – The IPCC encouragement to use the process more imaginatively to achieve an increase to 50% of complaints being resolved without the need for full investigation, with the informed consent of the complainant.

56. That in order to eliminate the present provision which prevents disciplinary action after retirement, disciplinary action should be available for at least five years after an officer's retirement.

Any changes to the present provisions in relation to disciplinary action against retired police staff still require legislative changes.

The new Police (Complaints and Misconduct) Regulations 2004, Regulation 21 states:

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21. "Where a complaint or conduct matter relates to the conduct of a person who has ceased to be a person serving with the police since the time of the conduct, then Part 2 of the 2002 Act shall apply in relation to such a person as if it did not include any requirement for an appropriate authority to determine whether disciplinary proceedings should be brought against a person whose conduct is the subject-matter of a report."

In essence, an investigation can be undertaken either by the IPCC or the appropriate authority (e.g. MPS) and any criminal matters can be progressed against the retired police staff member. Where the allegation relates to a breach of the code of conduct, there is no authority to institute disciplinary proceedings.

The Commission or the appropriate authority will be able to address the issues that may have brought about the complaint by addressing service policies, training issues, supervision or as recommended in the HO Suggested Practice entitled 'Understanding the New Complaints System and the IPCC' which states: -

"Where an investigation supports a complaint/conduct matter, the appropriate authority can consider providing the complainant/interested person with an apology or ex gratia payment if appropriate on behalf of the police service as a whole."

The problem with initiating discipline after retirement is fraught with difficulties even if the case was proved, what sanction could be imposed that has any meaning as the 'officer' has already left. Only a fine could be a meaningful option but with no power to impose.

Forfeiture of pensions under the Police Pensions Regulations 1987 allow a police authority to determine forfeiture in cases where a pensioner has been convicted of treason or offences under the Official Secrets Acts and sentenced to a term of imprisonment of at least ten years.

Para 4 allows a police authority to determine forfeiture where a member has been convicted of an offence committed in connection with his/her service which has been certified by the Secretary of State either as gravely injurious to the interests of the State or to be liable to lead to serious loss of confidence in the public service”.

57. That the Police Services should through the implementation of a Code of Conduct or otherwise ensure that racist words or acts proved to have been spoken or done by police officers should lead to disciplinary proceedings, and that it should be understood that such conduct should usually merit dismissal.

The recently published **MPS Sanction Guidelines** provides assistance to those officers performing the role of assessors and presiding officers at Misconduct Proceedings. The guide was produced to increase awareness and constituency to sanctions delivered following a finding of guilt.

Code of Conduct 3 – Politeness and Tolerance (1-13)

1. The MPS is committed to providing a working environment, which is secure and free of discriminatory attitudes. Officers who are offensive to others whether by verbal or written utterance or by the display of other forms of conduct are by this, demonstrating a likely unsuitability for membership of a disciplined organisation.

8. Where the tribunal determine that the behaviour or utterance was the product of malice and done with the aim of being offensive, then there will invariably be no future for the officer concerned in the service.

Copies have been forwarded to all ranks of Superintendents and above, in addition to outside interested parties i.e. IPCC, MPA, Police Federation and staff associations.

58. That the Home Secretary, taking into account the strong expression of public perception in this regard, consider what steps can and should be taken to ensure that serious complaints against police officers are independently investigated. Investigation of police officers by their own or another force is widely regarded as unjust, and does not inspire public confidence.

This recommendation has been assessed as not MPS relevant.

59. That the Home Office review and monitor the system and standards of Police Services applied to the Selection and Promotion of officers of the rank of Inspector and above. Such procedures for selection and promotion to be monitored and assessed regularly.

No changes since the last update and considered embedded.

STOP AND SEARCH

60. That the powers of the police under current legislation are required for the prevention and detection of crime and should remain unchanged.

Since the publication of the Stephen Lawrence Inquiry Report the legislation providing powers to Stop and Search has largely remained unchanged. The Codes of Practice governing the use of these powers has been revised a number of times since publication of the report. Supervisors now have responsibility to monitor and supervise the activity and also examine the records to identify trends giving cause for concern. This must be supported by compilation of comprehensive statistical records of stops and searches. Senior officers with force-wide responsibility have a duty to monitor the broader use of stop and search power. Special Notice 12/01 was issued to provide guidance to all members of staff in the MPS. Whilst all BOCUs are responsible for monitoring their own data, the Diversity Directorate has monitored and analysed the data across the whole of the MPS.

In April 2003 the MPS introduced an MPS-wide stop and search database. This database will also record stops once Recommendation 61 is implemented across the MPS.

This recommendation is therefore retained as **MPS relevant** and considered still **'critical'**.

Awaits the publication of an MPS Action Plan following the publication of the MPS Stop and Search Scrutiny published on 20th May 2004.

61. That the Home Secretary, in consultation with Police Services, should ensure that a record is made by police officers of all “stops” and “stops and searches” made under any legislative provision (not just the Police and Criminal Evidence Act). Non-statutory or so-called “voluntary” stops must also be recorded. The record to include the reason for the stop, the outcome, and the self-defined ethnic identity of the person stopped. A copy of the record shall be given to the person stopped.

Recording of self-defined ethnicity was introduced across the MPS in April 2003 for the following:

- Arrests
- Cautions, reprimands and final warnings
- Police complaints
- Deaths in police custody
- Homicide
- Stop and Search
- HO/RT 1
- VDRS
- Endorsable FPN
- Negative Breath Test
- Police Personnel

It remains a requirement that officers must record all stops and searches conducted. Codes of practice require that an officer must make a record of it at the time of the search and provide a copy of the search record to the person searched. The Revised Codes of Practice state “an officer must not search a person, even with his/her consent, where no power to search exists. Even where a person is prepared to submit to such a search voluntarily, the person must not be searched unless the necessary legal power exists”. The only exception where an officer does not require a specific power, applies to searches of persons entering premises, with their consent given as a condition of entry.

The MPS was one of seven police forces that took part in the phased implementation of recording stops. Hackney and Tower Hamlets BOCUs introduced the recording of ‘stops’, Tower Hamlets are piloting a hand-held IT device to record the ‘stops’ and ‘stops and searches’ in order to reduce bureaucracy and the length of interaction. Recording of ‘stops’ across the MPS will roll out in October 2004.

This recommendation is therefore retained as **MPS relevant** and considered still **‘critical’**.

62. That these records should be monitored and analysed by Police Services and Police Authorities, and reviewed by HMIC on Inspections. The information and analysis should be published.

The use of search powers and the records relating to them are now scrutinised and monitored by the MPS, Police Authorities and HMIC. In addition to this, the MPS commissions and subsequently considers academic research on the topic. Every Borough monitors Stop and Search figures and publishes them in a Monthly Management Report. PIB publishes the figures on its Home Page for the entire MPS. A number of BOCUs already share this data with their PCCG, providing explanation for reasons for search.

There is an MPS Stop and Search work group comprising the following practitioners: Diversity Directorate, TP, DoI, LGBT, PCCG, Muslim Safety Forum and Police Federation. All policies and procedures relating to Stop and Search are discussed at this group as well as the monthly and yearly data. Work is underway to publish the stop and search data on the MPS Internet Homepage.

This recommendation is retained as **MPS relevant** and considered **embedded**.

63. That Police Authorities be given the duty to undertake publicity campaigns to ensure that the public is aware of “stop and search” provisions and the right to receive a record in all circumstances.

This recommendation was originally considered as not MPS relevant. However, although the MPA take the lead on this recommendation, there is a need for the MPS to articulate what it is doing with the MPA. A further response to this recommendation will emanate from the publication of the MPS Stop and Search scrutiny on 20th May 2004.

The MPS has been working in partnership with the MPA to publicise the implementation of Recommendation 61 and “Know your Rights” campaign. One of the MPA initiatives involves the use of a trailer to publicise “Know your Rights”, where leaflets from the APA are distributed. The MPS have assisted by staffing the trailer during the campaign across 20 locations. The MPS and MPA have also funded a joint poster campaign to publicise “Know your Rights”. This cooperation was also evident during the phased implementation of Recommendation 61 at Hackney and Tower Hamlets. The new stop and search forms provide information to the person searched about their rights and entitlements as well as police powers.

RECRUITMENT AND RETENTION

64. That the Home Secretary and Police Authorities’ policing plans should include targets for recruitment, progression and retention of minority ethnic staff. Police Authorities to report progress to the Home Secretary annually. Such reports to be published.

65. That the Home Office and Police Services should facilitate the development of initiatives to increase the number of qualified minority ethnic recruits.

66. That HMIC include in any regular inspection or in a thematic inspection a report on the progress made by Police Services in recruitment, progression and retention of minority ethnic staff.

[This recommendation is not considered MPS relevant.](#)

PREVENTION AND THE ROLE OF EDUCATION.

67. That consideration be given to amendment of the National Curriculum aimed at valuing cultural diversity and preventing racism, in order better to reflect the needs of a diverse society.

68. That Local Education Authorities and School Governors have the duty to create and implement strategies in their schools to prevent and address racism. Such strategies to include:

- That schools record all racist incidents;
- That all recorded incidents are reported to the pupils’ parents/guardians, school Governors and LEAs;
- That the numbers of racist incidents are published annually, on a school-by-school basis; and
- That the numbers and self-defined ethnic identity of “excluded” pupils are published annually on a school-by-school basis.

The Diversity Directorate is seeking an update on progress through MPS 'Territorial Policing' command with reference to its Schools Involvement Programme.

69. That OFSTED inspections include examination of the implementation of such strategies.

This recommendation is not considered MPS relevant.

70. That in creating strategies under the provisions of the Crime and Disorder Act or otherwise Police Services, local Government and relevant agencies should specifically consider implementing community and local initiatives aimed at promoting cultural diversity and addressing racism and the need for focused, consistent support for such initiatives.

Each Policing Borough has a duty to address Diversity issues within their Crime and Disorder Strategy. The RRAA further supports this recommendation by requiring that statutory bodies promote equality of opportunity and eliminate unlawful discrimination whilst promoting good relations.

This recommendation is retained as **MPS relevant**. Borough Commands have not been asked thus far what they are doing to promote the general duty under the RRAA.

Further work is therefore warranted and therefore this recommendation is still regarded as 'critical'.

APPENDIX 7: New Hate Crime Policy

Protective Marking	Not Protectively Marked
Publication Scheme Y/N	Y
Title	Hate Crime Policy
Version	1A
Summary	The purpose of this policy is to give clear direction to members of the MPS into the investigation hate incidents
Branch / OCU	Racial & Violent Crime Taskforce
Review date	September 2007

Introduction

This policy replaces the existing minimum standards into the investigation of racist, faith hate and homophobic incidents. It also includes incidents directed at an individual due to their religion, belief, gender identity and disability and is accompanied by Standard Operating Procedures, definitions, relevant legislation and appropriate CRIS/CRIMINT flagging codes.

Application

This policy takes effect from the date of publication. All police officers and police staff, including the extended police family and those working voluntarily or under contract to the MPA must be aware of, and are required

to comply with, all relevant MPS policy and associated procedures.

However this policy applies in particular to staff involved in the reporting and investigation of hate incidents including Community Safety Units. For all specific roles see the Standard Operating Procedures.

N.B. This list is not exhaustive.

Purpose

The purpose of this policy is to give clear direction to members of the MPS into the investigation hate incidents, to ensure that hate crime offenders are held accountable for their actions and that victims receive the best possible service and support.

Scope

This policy applies to the investigation of hate incidents, from the initial reporting, through investigation, supervision and disposal. A hate incident is defined as:

'Any incident that is perceived by the victim, or any other person, to be racist, homophobic, transphobic or due to a person's religion, belief, gender identity or disability'.

Domestic Violence (including vulnerable adult and forced marriage issues) is subject of a separate policy.

Policy Statement

All MPS staff will be vigilant to identify and take effective action to combat hate crime in all its forms. We believe that by taking robust action against perpetrators, supporting and recognising the needs of victims, and working in partnership with external support agencies, we can make the lives of those suffering hate crime safer, protect their families (as defined by them), their communities and prevent re-victimisation. The motivation for crimes is not always clear from the outset. Care needs to be taken, assumptions and stereotypes challenged. Staff need to recognise the potential for other possible underlying issues for the motivation of crime such as issues of race, sexual orientation, religion, belief, gender identity, disability, and

the victims experience.

Dealing sensitively with vulnerable victims and minority groups is a responsibility for all MPS employees. It is time for that responsibility to be shared. Community Safety Units will in future be used to investigate those crimes and support those victims where their skills are most needed. Independent advice has a crucial role in ensuring the police deliver a service that is sensitive to the needs of vulnerable victims and London's diverse communities.

Investigators at all stages will use comprehensive evidence gathering in their investigations, combined with multi-agency responses to support victims. Intelligence led pro-activity, and initiatives with our partner agencies to target perpetrators will enhance detection rates and efforts to prevent re-victimisation.

The primary aims of a hate crime investigation are to identify and prosecute offenders to the satisfaction of the victim and the community. The secondary aims are to identify and pursue alternative courses of action, where appropriate, in conjunction with partner agencies. These aims are not mutually exclusive and consideration should be given during any investigation to the pursuit of both simultaneously.

Benefits

This policy will establish clear guidelines and accountability for the investigation of hate incidents. It will promote a corporate standard of hate crime investigations.

Responsibilities

This policy is owned and approved by the Diversity Strategic Committee and is to be reviewed by the Racial and Violent Crimes Taskforce CSU team (extn. 64374). It is to be implemented by Borough Commanders. Enquiries about this notice should be made to Simon Letchford, Detective Chief Inspector on extn. 61430, or David Macnaghten, Detective Sergeant on extn. 64374.

Associated documents and policies

[Corporate standards for the investigation of hate incidents](#)

APPENDIX 8. CSU Strengths by BOCU

	DS/PS	DC/PC
Barking and Dagenham	2	11
Barnet	3	11
Bexley	6	4
Brent	4	18
Bromley	1	6
Camden	4	16
Croydon	4	14
Ealing	4	12
Enfield	4	13
Greenwich	3	15
Hackney	4	12
Harrow	2	7
Havering	2	5
Hammersmith and Fulham	1	7
Haringey	2	13
Hillingdon	2	13
Hounslow	2	14
Islington	2	10
Kensington and Chelsea	3	14
Kingston	1 (70%)	8
Lambeth	3	16
Lewisham	3	10 (1 Part-time)
Merton	1	8
Newham	4	17
Westminster	4	16
Redbridge	2	8
Richmond	1	5
Southwark	4	16
Sutton	1	3.5 (1 Part-time)
Tower Hamlets	4	16
Waltham Forest	2	9 (4 PB)
Wandsworth	2	9 (2@60%)