

**The Race and Diversity (Confidence and Equality)
Strategy for the Metropolitan Police Service 2005**

Draft Version

“I only need to think about diversity when I’ve got a board the next day.”

“My job is to nick people. What’s diversity got to do with me?”

“How’s this going to stop the bombing in London? There are more important things to focus on than diversity.”

“I’m a part-time worker. Diversity’s for full-timers who can do something about it.”

“My budget is tight. I understand about diversity but it’s an additional cost I can’t afford.”

“Diversity just means more paperwork. I know how to ‘tick the box’.”

If this is what you think about Race and Diversity, you should try to find a moment to read this leaflet. It explains our Race and Diversity strategy, why it is critical to successful policing and how it will help you become better at doing your job.

The Race and Diversity (Confidence and Equality) Strategy for the Metropolitan Police Service 2005

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INTRODUCTION

Let's be honest. Mention 'Race and Diversity' to many people in the MPS and you're likely to get a weary sigh or a frustrated shrug of the shoulders. It's been talked about for years. There's been training. Yet there's a general feeling that our Race and Diversity strategy is a piece of politically correct bureaucracy to be given lip service to.

This leaflet aims to help change all that. There are several good reasons why it's important you should read it carefully, understand it, and put our Race and Diversity strategy into action every day. Do so and you will:

1. Find your job easier
2. Do your job better
3. Make it more likely to be able to follow the career path you want
4. Never have to worry about whether what you say, what you do and what you decide contravenes Race and Diversity guidelines
5. Make the workplace a better place and reduce conflict
6. Help to deliver a quality service to London's communities

This leaflet presents our Race and Diversity strategy. It is not intended to set out, in detail, how things will be achieved. That will come in the action plan framework which will follow.

The first few sections explain why Race and Diversity is important and what it covers. The next few staff sections explain how Race and Diversity affects people at different levels in the organisation. The first section is for everyone as it's about what we all need to be doing every day. The following sections are for team leaders, senior managers and strategic leaders. Naturally, if you want to see the broader picture, you're welcome to read all the sections.

One of the criticisms of the way Race and Diversity has been handled in the past is the lack of clarity about what actions each of us needs to take. So each staff section sets out in detail:

- The benefits for you of getting Race and Diversity right
- A definition of the situations you will find yourself in where Race and Diversity will be particularly relevant
- How you can improve your response to those situations by:
 - Acting 'Together' (when your actions will affect others within the MPS)
 - Being 'Citizen focused' (when your actions affect those outside the MPS).

So, please read this leaflet. Race and Diversity is vital to successful policing. We accept it hasn't been handled as well as it could have been. This is our chance to get it right.

WHY RACE AND DIVERSITY IS IMPORTANT

It is essential that we have the fullest engagement of the community. Without this, the fight against crime and disorder, the safety of communities and our contribution to the criminal justice system is seriously undermined. In particular, we need the support of citizens, be they victims, witnesses, jurors or potential police employees. We need individuals, families, communities and organisations in long-term partnership with us.

We engage with people and win their confidence through the way we deal with them as individuals. If we do not win their trust and confidence, communities will disengage. A sign that this is happening is the building of gated communities and the increasing use of private policing. Such signs of a breakdown in trust are relatively rare in the UK compared to many other Western countries but we cannot afford to be complacent. Similarly, we cannot allow criminal acts to cause individual communities to become the focus of hate. If we do, and communities cease to trust the police, the flow of information and intelligence is threatened and indeed our very role comes into question. The results are far-reaching social implications in terms of poverty, intolerance, inequality and crime.

Therefore, for policing to be effective, it requires all of us to make an effort to understand and value the differences that exist in society. All of us need to see increasing trust and confidence in the police as part of our job. We'll cover exactly what each of us needs to do in more detail. But in general, it means we all need to:

- Be positive towards people who are different to us
- Always think how we can harness those differences to improve the carrying out of our role in the MPS
- Treat people how we would like to be treated

Managers in particular also need to review:

- The way we treat our staff as it affects how they deliver policing
- How we go about day-to-day policing and its impact upon different cultures and communities

An example

Operation Trident, which deals with shootings within the black community, now finds more people from the black community are coming forward to assist police because of the community engagement activities they have undertaken.

WHAT IS RACE AND DIVERSITY?

What does Race and Diversity cover?

We have stressed how getting Race and Diversity right will improve policing and improve society. But it is also about being fair to our staff. This aspect of Race and Diversity is often referred to as 'Equality of Opportunity'. We, like every other employer, are governed by legislation designed to address unfair discrimination and disproportionality in the workplace. Our business and operational practices must satisfy this legislation. Everyone will then participate and managers will give everyone the opportunity to realise their potential.

Which groups does Race and Diversity refer to?

Delivering a service according to need is our primary aim. We will do this by strategically assessing and addressing what is required in relation to the six 'legally governed' strands of Race and Diversity:

- Age
- Disability
- Faith and/or religious belief
- Gender
- Race
- Sexual Orientation

As an organisation, we are committed to going beyond the legally governed strands to include others, for example:

- Class
- Employment
- Education

There is no hierarchy of difference. Each one is as important to recognise as the others.

Why, then, is this leaflet called, 'The Race and Diversity Strategy'?

There is an increasing amount of prescriptive activity connected with each of these strands. Whilst there is no hierarchy of difference, there are different levels of action required in meeting these. Currently, for a number of reasons, this results in an enhanced profile for the 'Race' strand. This strategy will ensure these additional requirements for Race are met.

It is envisaged that new legislation will have, in time, a similar effect on the other strands as it has had upon Race. However, we cannot yet claim that race equality has been achieved. We have therefore indicated our determination to achieve race equality by retaining Race in the strategy's title.

RACE AND DIVERSITY FOR EVERYONE

On the front cover of this leaflet are some fairly common attitudes to Race and Diversity that you may have heard. You may well feel this way, either ignoring Race and Diversity as being irrelevant or worrying about it, concerned that you may get it wrong and land yourself in trouble. This is a shame because the Race and Diversity Strategy offers real benefits for us all.

The advantages for you of getting Race and Diversity right

A better understanding of different cultures is critical to a successful investigation involving those cultures. We all live in a multi-cultural society and our job is to police it. If you take care to understand the differences amongst the members of the public in the community you police, they are far more likely to engage with you and provide you with intelligence.

You may not realise it, but you may also be holding yourself back because you don't recognise the importance of Race and Diversity. Employees of the MPS are a diverse group. You may think that because of one thing that makes you different, you are less likely to achieve your ambitions. The commitment to equal opportunity in this Race and Diversity Strategy should convince you that that isn't the case. Everyone can fulfil his or her potential in this organisation.

Appreciating the differences will also lead to better relationships with colleagues, improved camaraderie, greater pride in the organisation and all round improved job satisfaction. People who understand Race and Diversity and act on it, living its principles so they become second nature – these people are more effective and more professional. They are far better equipped to perform a leadership role. They are therefore far more likely to be successful.

What you need to do: Race and Diversity and Key Encounters

We define a Key Encounter as:

“Those individual encounters where the way the police manage the interaction, internally or externally (at individual, team and organisational levels), are likely to have an impact upon the trust and confidence of the wider community, especially minority groups (visible and non-visible) and other under-represented groups.”

Key Encounters are an everyday occurrence. They are an inevitable part of our business and involve all our people. Handled unprofessionally, they have the potential to adversely affect all relationships and partnerships we must develop and maintain if we are to achieve our objectives.

Key Encounters can happen anywhere including:

- A queue in a police canteen
- The reception area at the front counter of a police station
- The custody suite
- On the telephone
- A Stop & Search incident
- A Management Board meeting
- A public assembly
- Within the contents of an e-mail

How you can improve your response to Key Encounters

To make the outcomes more positive you need to:

Together:

- Give honest and constructive feedback to each other and in appraisals without fearing negative repercussions
- Fully commit to and participate in the new Police Race and Diversity Learning and Development Programme (PRDLDP) as it will increase your personal self awareness and understanding through learning and development that is relevant to you and your role
- Generate a citizen and customer focused approach by which we mean: think of things from the citizen's point of view, then act so that their needs are best met
- Make sure what you say and do contributes to an inclusive working environment in which all our people feel valued, irrespective of their role or status

Citizen Focused:

- Live this strategy by acting on it and applying it to all Key Encounters
- Keep in touch with updates to our policies, practices and procedures
- Think about how changes to policies, practices and procedures impact on your role and make any changes necessary
- Understand our communities more thoroughly by finding ways of working closer with them
- Develop creative contacts with all communities to increase the flow of 'Community Intelligence'

RACE AND DIVERSITY FOR TEAM LEADERS

Team Leaders are anyone with responsibility for others. Currently, you may not know about the Race and Diversity strategy and what it involves. If you do, you may not feel ownership for it and the need to push it so that all those you lead adopt it. Some of you may even feel negatively towards Race and Diversity, thinking it a distraction from your real role. Or you may see it as a criticism of how you've been doing things to date.

The advantages for team leaders of getting Race and Diversity right

Get it right and you will find it easier to manage staff as they will recognise you as someone who is fair. You will be free to manage all staff the same and have the same high expectations of everyone. That will result in you getting the best performance from your people and the support of your managers. Ultimately, that makes you, as a leader, more attractive to recruiters for whichever role you wish to apply for next.

Externally, getting Race and Diversity right will make it easier to gain intelligence and information from the public. It will also contribute to securing the police's role as part of society rather than a group that is somehow separate.

What you need to do: Race and Diversity and leadership

As a leader of people, you clearly need to be aware of everyone's responsibilities to Race and Diversity set out in the previous section. You should be a model of Race and Diversity best practice and you have to ensure that your people follow the guidelines set out in this section of the strategy.

Critical incidents

In addition, if you have responsibility for Critical Incidents you must be aware of the Race and Diversity implications. We define Critical Incidents as:

“Any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of: the victim, their family and/or the community.”

Some Critical Incidents involve teams of police personnel sometimes working with other agencies. Any Critical Incident could have a huge impact upon the MPS and the diverse communities of London. Additionally, it affords us with an opportunity to enhance trust and confidence. The definition of what constitutes a Critical Incident is deliberately broad to ensure they we identify them correctly.

Examples include:

- A train derailment
- A murder
- The inappropriate or unfair treatment of a staff member
- A large demonstration
- A hate crime
- A Key Encounter dealt with unprofessionally

As a team leader, you can improve your leadership and, if you're responsible for them, your response to Critical Incidents by:

Together:

- Creating a working environment in which there is complete ownership of, and personal commitment to, the race and diversity vision
- Ensuring our people abide by a 'Code of Conduct and Ethics'
- Encouraging feedback and increased accountability through 'partnership working'
- Providing appropriate contextualised learning and development for our people by fully committing to and participating in the new Police Race and Diversity Learning and Development Programme (PRDLDP)
- Giving internally and externally located Critical Incidents the same high quality of investigation
- Consistently applying the National Intelligence Model (NIM) structure to our processes
- Integrating our IT systems to maximise the use of 'Community Intelligence' and Race and Diversity monitoring data

Citizen Focused:

- Implementing consistent community, family and victim support functions
- Effectively using the skills our people possess in order to support communities

RACE AND DIVERSITY FOR SENIOR MANAGERS

This section is for all leaders of units within the MPS although anyone in the MPS would find it useful to read it so that they can play their part in achieving the objectives it sets out.

Senior Managers may currently feel a certain amount of frustration around Race and Diversity. Adequate budgets for Race and Diversity have not always been available so the policies that already exist have not always been implemented. When we have taken action, it has sometimes been followed by media vilification. It is probably worthwhile, therefore, to review the benefits of applying our Race and Diversity strategy for Senior Managers. The strategy will:

- Enable you to get best out of all staff
- Make it easier to obtain intelligence from the public
- Improve the efficiency of policing
- Help integrate police into society
- Hold communities together, halting the trend to gated communities
- Longer term, it will help gain the support of the community for police so the public is more forthcoming with witness statements, more prepared to act as jurors and more inclined to consider being a recruit

To achieve success, (B)OCU Commanders / Directorate leads will:

Together:

- Serve as a visibly active and positive role model for their people
- Clearly communicate the business and operational case for Race and Diversity throughout their unit
- Create an organisational culture where discrimination is eliminated and fair treatment is accessible by all
- Ensure that our corporate policies relating to local retention and progression are proactively monitored and adhered to
- Measure and monitor the performance of their unit in respect of Race and Diversity through a local strategy action plan
- Ensure managers and staff are suitably skilled, developed and assessed in the workplace in accordance with our competency framework
- Establish procedures to assess the impact of HR activities on our staff via the 'Equality Development Action Plan' (EDAP)
- Value and reward quality staff contributions and commitment
- Actively engage with staff support networks, promoting their formation where necessary

Citizen Focused:

- Positively promote the Citizen Focused concept
- Increase the levels of community trust and confidence through being measurably more open, accessible and transparent
- Encourage and enable your staff to spend more time within communities, in non-confrontational situations

- Use demographic data to build wide ranging partnerships with communities and external agencies
- Implement a system of local ownership of community issues through bespoke 'Safer Neighbourhood' based initiatives
- Set (B)OCU wide direction, strategy and policy to ensure management is proactive, consistent and transparent to our staff and communities
- Establish procedures to assess the impact of all our activities on communities
- Seek independent advice where required
- Broaden the sources of community intelligence
- Make it easier for all people to report all crimes
- Broaden the scope of multi-agency training and engagement
- Provide structures for Londoners to play their part in:
 1. Making London safer
 2. Building confident, cohesive and supportive neighbourhoods
 3. Keeping London running
 4. Supporting their police service
 5. Providing targeted Community Intelligence, and
 6. The policing response to terrorism when it strikes

RACE AND DIVERSITY FOR STRATEGIC LEADERS

This section is for all individuals involved in the development of strategy and action plans to implement strategy. To help you formulate the most appropriate plans, you should also read and be familiar with all the sections above directed at other audiences.

Direction

In addition to being 'Citizen Focused' and working 'Together', all strategic direction will be delivered in a logical, consistent, effective and performance-driven way. Our corporate activities will be intelligence-led and integrated across all units. This will lead to:

- Key Encounters handled professionally
- Skilfully managed Critical Incidents
- A motivated and more enlightened workforce
- Clear corporate objectives and directions
- Improved public confidence
- Improved satisfaction levels
- Increased community engagement
- Monitored standards
- Measurement of impact

To deliver this, we are examining the structure of the MPS, through a *Service Review* process to make us wholly 'fit for purpose'.

To ensure delivery of our vision, our strategic leaders will ensure we:

Together:

- Achieve the highest level of the Equality Standard for Local Government
- Develop interventions that, for example, support the recruitment, retention and progression of people to reflect London's Race and Diversity
- Provide the resources and structure for effective learning and development opportunities to allow our staff to realise their full potential and reinforce the concept of professionalism
- Fairly and ethically procure services and resources
- Introduce a Code of 'Conduct and Ethics' for all our people
- Continuously monitor progress and performance in Race and Diversity, centrally and locally, holding to account those responsible for the strategy's delivery
- Consistently, across the whole organisation, deliver the concept of 'Together'

Citizen Focused:

- Make London safer by working with communities, at the strategic level,

- to build their trust and confidence
- Fully implement the 'Safer Neighbourhood' policing approach
- Professionalise the investigation of crimes affecting diverse communities by:
 - Increasing detection rates
 - Providing a consistent high quality service
 - Improving accessibility for reporting crime
 - Developing and accrediting our investigators
- Inform and influence strategy at an organisational level through partnership and benchmarking
- Publicly demonstrate and promote a commitment to Equality and Race and Diversity excellence
- Produce a single 'Equalities' Scheme
- Communicate and promulgate good practice and success
- Create an environment of openness and transparency. Allowing communities to:
 - access information about our services
 - have the opportunity to express their views, and
 - influence the way we operate
- Continually evolve and monitor our policies, practices and procedures to meet the changing needs of London's communities
- Establish an accredited, knowledgeable and credible, Race and Diversity Advice function to support our operations and functions

PROGRESS AND CHALLENGES

Previous strategies, Protect & Respect I & II, generated necessary change within race and diversity. Our achievements include:

- Strategic relationships via Independent Advisors, Staff Support Associations, Lesbian Gay Bisexual and Transgender and Traveller Liaison Officers and the Cultural and Communities Resource Unit
- A Positive Action Central Team and borough volunteers resulting in the highest number of Black & Minority Ethnic officers in MPS history
- High profile Community Safety Units working to minimum standards:
 - Defining hate crime
 - Addressing faith and other groups
- Over 700 deployable Family Liaison Officers

Challenges remain in:

- Permeating, through all functions, processes and decision-making, the ethos of the Race Relations (Amendment) Act 2000, the Disability Discrimination Act 2005 and the Greater London Authority Act 1999. These place upon each of us a positive duty to promote the rights, opportunities, well-being and safety of every individual, whoever they are
- Making Race and Diversity learning and development relevant to each of us

MAKING IT HAPPEN

Central to the success of this strategy will be the plans translating it into local action. These will:

- be devised locally to further develop a sense of ownership.
- require specific and individual activities relative to the role and function of the individual and unit concerned.

A separate corporate action plan will drive all strategic activity.

The progress of all these plans will be measured against data from service-wide measurements. In this way, we will identify areas for improvement and capture good practice.

To make the Strategy happen, the MPS will:

Together:

- Devise an action plan framework that demands local ownership with corporate monitoring
- Structure ourselves so we are more efficient and effective in managing Race and Diversity
- Market Race and Diversity better
- Manage the monitoring of Race and Diversity more efficiently
- Identify individual responsibilities and hold people to account through an accountability framework

Citizen Focused:

- Factor community consultation and engagement into our plans
- Publish our performance and the results of monitoring of processes and policies
- Produce an equalities scheme and monitor its implementation within our action plans

THE BENEFITS OF GETTING RACE AND DIVERSITY RIGHT

Getting Race and Diversity right is in the interests of everyone in the MPS. Because it will improve the effectiveness of our policing, getting Race and Diversity right is also in the interests of everyone in the community we serve. Implementing the strategy will result in:

Together:

- An organisation containing progressive cultures and values which fully reflect the ethos of fairness and equality
- A commitment to open and honest dialogue
- Pride in what we do and opportunities to learn
- Supportive and structured leadership
- An environment in which we value each other and recognise that we all contribute to the same goal
- All employees understanding their contribution towards meeting our responsibilities
- Recruitment, retention and progression processes that ensure we reflect the makeup of London across all levels within the MPS
- Staff who:
 - are professional and fully competent in their role - delivered through the implementation of the national development programme (PRDLDP)
 - feel valued and more positive towards their work and therefore less inclined to resort to grievance or complaint

Citizen Focused:

- A positive public perception of the MPS
- Improved interaction and encounters with all communities
- A better customer experience
- Increased community trust and confidence
- A reduced number of substantiated complaints against police
- Communities more ready and willing to engage in:
 - the Criminal Justice system
 - providing community intelligence
 - reporting crime and criminality in all its guises
 - assisting us to protect London

COMMITMENT TO BEST PRACTICE

This Race and Diversity strategy is consistent with the Home Secretary's Key Priorities, the National Policing Plan 2005 – 08:

Purpose

The purpose of this strategy is to ensure the provision of a citizen-focused police service that meets the needs of communities and individuals, especially victims and witnesses, inspires public confidence in the police, and motivates all our people.

In particular, the strategy will assist the MPS as it seeks to succeed in:

- Developing safer communities
- Securing the Capital against terrorism
- Revitalising the Criminal Justice System
- Developing a professional and effective workforce
- Reforming the delivery of policing services.

This Race and Diversity strategy is also consistent with MPS goals 2005/06:

Increasing the trust and confidence of Londoners depends upon creative partnerships with, among others, the Metropolitan Police Authority. They represent the people of London and we therefore value their oversight and seek their support, expertise and experience in shaping the service we deliver. We are also committed to meeting the challenges they set.

Conclusion

Increasing trust and confidence by responding to difference is about much more than legal compliance. It is fundamentally about how we improve the operational performance of the MPS. It is about recognising that how we treat our staff affects how they deliver policing. We are learning more than ever before about the communities we serve and we have to be more sophisticated in our approach to earning their consent. Otherwise, they will exercise their

right of choice and seek alternatives. These are likely to be detrimental to building an integrated society.

Every single one of us must measure our professionalism against the extent to which we contribute to Londoners experiencing the best police service in the world. We will all be held to account for our contribution, through individual performance appraisal and through formal performance management systems.