

Corporate Equality Plan 2004

INTRODUCTION

The Metropolitan Police Authority (MPA) will adopt a structured approach to equality and diversity that seeks to systematically integrate diversity, equality and anti-discrimination into all policy and development areas, among all staff, stakeholders and partners and at all organisational levels of the Authority.

Our Corporate Equality Plan (CEP) will be our key planning document for meeting all our equality and diversity duties and specifically, enabling the MPA to support, monitor and provide governance to the Metropolitan Police Service (MPS) to ensure it achieves the credibility of all Londoners.

This plan sets out how the Authority proposes to fulfil its statutory and legislative duties according to all anti-discrimination legislation as well as the requirements of the Equality Standard for Local Government.

The framework of this CEP is outlined below and this will be based on the following overarching commitments:

- a) Inclusive and transparent consultation on the policy as well as the outcomes of the impact assessments with all key partners, stakeholders and staff;
- b) Publication and easy accessibility to all monitoring outcomes and impact assessments;
- c) Comprehensive and continuous empowerment of staff and Board Members through training, induction and other forms of capacity building;
- d) Review of this plan after the first year and then every three years thereafter.

CORPORATE EQUALITY PLAN

The component elements of this plan shall be:

- a) Equality Standard Self-Assessments
- b) Equality Impact Assessments
- c) Equality Performance Management Framework
- d) Corporate Equality Objectives
- e) Team Equality Plans

EQUALITY STANDARD SELF-ASSESSMENTS

In 2003 the Authority members confirmed their original commitment given in 2001 to achieve Level 5 of the Equality Standard for Local Government. The MPA is now working towards achieving Level 5 by December 2005.

The Equality Standard for Local Government is a national performance indicator that:

- a) Provides a systematic framework for the embedding and mainstreaming of equalities;
- b) Helps Public Authorities, like the MPA, to meet its obligations under the law;
- c) Integrates equalities policies and objectives with Best Value;

- d) Nurtures the development of a more inclusive approach to anti-discrimination across the whole of the organisation;
- e) Enables the Authority to tackle institutional discrimination;
- f) Provides a framework for improving performance.

The key focus of the Equality Standard is the three main equality strands – race, gender and disability. The Standard provides a framework that can be easily extended to anti-discrimination policies for age, sexual orientation and religious beliefs. The MPA has integrated all six equality strands into the process.

There are five achievement levels:

- a) Commitment to a comprehensive equality policy;
- b) Assessment and Consultation;
- c) Setting the equality objectives and targets;
- d) Information systems and monitoring against targets;
- e) Achieving and reviewing outcomes.

At each of these five levels, there are four substantive areas to be addressed:

- a) Leadership and Corporate Commitment;
- b) Consultation, Community Development and Scrutiny;
- c) Service Delivery and Customers Care;
- d) Employment and Training.

The MPA has undertaken an assessment of its status in relation to the five levels and is in the process of collecting evidence to support the Standard.

EQUALITY IMPACT ASSESSMENTS

The purpose of an Equality Impact Assessment (EIA) is to improve the work of the MPA by making sure it does not discriminate and that, where possible, it promotes equality. It is a way to make sure individuals and teams think carefully about the likely impact of their work on equality target groups and take action to improve services, policies, strategies and projects. It involves anticipating the consequences of policies and projects on the target groups and making sure that, as far as possible, any negative consequences are eliminated or minimised and opportunities for promoting equality are maximised.

Equality Impact Assessments originate from the Race Relations (Amendment) Act 2000 as well as the Equality Standard for Local Government (ESLG), both of which place legal obligations on local authorities and public sector organisations to carry out needs / impact assessments.

The GLA Group adopted the ESLG as a result of the Best Value Review of Equalities and in 2001 the MPA signed up to achieve level 5 of the ESLG. The Equality Standard is a Best Value Performance Indicator and as such is audited in the same way as any other BVPI.

The MPA is also required under the Greater London Act 1999 'to have regard to the need to promote equality of opportunity for all persons irrespective of their race, sex, disability, age, sexual orientation or religion.' The MPA process is therefore aimed at assessing the impact of policies, strategies or projects across the six equality groups.

The MPA will look at two possible impacts in its assessment:

- (a) A negative or adverse impact:

An impact that could disadvantage one or more equality target groups. This disadvantage may be differential, where the negative impact on one particular group of individuals or one equality

target group is likely to be greater than on another. It should be noted that some negative impacts might be intended. The EIA provides an opportunity to assess this.

For example: An event that was held in a building with no induction loop facilities would have a negative or adverse impact on some attendees with a hearing impairment.

(b) A positive impact:

An impact that could have a positive impact on one or more equality target groups, or improve equal opportunities and /or relationships between groups. This positive impact may be differential, where the positive impact on one particular group of individuals or one equality target group is likely to be greater than on another.

For example: A targeted training programme for black and minority ethnic women would have a positive differential impact on black and minority ethnic women, compared with its impact on white women and all men. It would not, however, necessarily have an adverse impact on white women or men.

Each Policy Lead and unit as a team will take responsibility for identifying which policies, strategies or projects will need to be assessed. On Joint projects and initiatives with other organisations, officers should raise the issue of the need to carry out an Equality Impact Assessment. The lead organisation in the group project has the responsibility to initiate an EIA.

An impact assessment should be carried out when:

- (a) Developing a new policy, strategy or project
- (b) Reviewing existing policies
- (c) Policies, strategies or projects have been identified by relevant Committees or by SMT as specifically requiring an EIA

All project managers are responsible for incorporating equalities into their projects or strategies and for assessing the equalities impacts. It should be a continuous process, starting at the very beginning of the project.

The EIA consists of two parts:

- (a) The initial screening process
- (b) The more thorough full assessment if the initial screening has identified an adverse / negative impact.

EQUALITY PERFORMANCE MANAGEMENT FRAMEWORK

Paper policies by themselves will not deliver equality and diversity for the Authority. Clear lines of accountability and reporting must support corporate commitment and leadership so that responsibility for approving, implementing and monitoring all aspects of this plan are established and defined.

Effective implementation of this plan will require of all players – staff at all levels, partners, MPA Board, Committees and Management forums and stakeholders – a sustained engagement with all the issues, compliance with the various components of this plan and a willingness to increase awareness, knowledge and understating of the issues.

Roles and Responsibilities

The implementation and monitoring of the CEP is the responsibility of the Equal Opportunities and Diversity Board, the MPA, the Clerk to the Authority and all those with responsibility for progressing key aspects. The Head of Race and Diversity will be responsible for ensuring that

the Clerk, managers and all staff are advised on all aspects of the CEP and are supported to implement it.

The CEP will be monitored and reviewed after its first year in operation by the Race & Diversity Unit who will report to the Equal Opportunities and Diversity Board with a view to determining progress and in order to refine action plans for the next three years.

The MPA Senior Management Team is responsible for ensuring that:

- the MPA complies with all the anti-discriminatory legislation requirements, in particular the Race Relations (Amendment) Act 2000, the Disability Discrimination Act 1995, Sex Discrimination Acts 1975 (including the Gender Reassignment Regulations 1999) and the Equality Regulations on Sexual Orientation and Religion and Belief which came into force in December 2003 with assistance from the senior managers and team leaders ensuring that the CEP and its related action plans, procedures, strategies and arrangements are implemented;
- the policy is continuously reviewed and all staff are provided with and attend appropriate training.

The Equal Opportunities and Diversity Board lead on the development of the Equality and Diversity Policy, oversees its implementation and will have specific responsibilities for:

- co-ordinating equality and diversity work in accordance with the terms of reference;
- providing guidance to the Senior Management Team, Members and Managers

The Chairs of the MPA's Committees are responsible for ensuring that the equal opportunities and diversity principles are built into all the MPA's policies and procedures through the work of the Committees they lead.

The Chair of the MPA and the Clerk are responsible for:

- ensuring that the CEP and its related procedures, mechanisms and strategies are implemented effectively;
- providing a consistently high profile lead on issues covered by the CEP;
- ensuring that all staff are aware of their responsibilities under the CEP;
- ensuring that appropriate action is taken against staff or those who are found to have acted in an unlawfully discriminatory manner.

The Head of Race and Diversity has responsibility for the development, co-ordination, dissemination and monitoring of the CEP in respect of all staff, with specific responsibility for:

- promoting equal opportunities and the management of diversity and raising awareness of equality issues across the MPA's core business;
- developing guidance for the Senior Management Team and supporting members in ensuring these are being implemented.
- providing appropriate training and information opportunities to staff and members in support of the CEP and adequately supporting them in order for them to fulfil their responsibilities appropriately;

- providing and publishing monitoring data in respect of staff in support of the CEP;
- identifying and designating members of staff throughout the MPA to deal with reported incidents of racism or harassment;
- maintaining a contact list of the member of staff within each team who is responsible for co-ordinating and mainstreaming equality and diversity work;
- monitoring the impact of the CEP on the work of external partners especially those acting on behalf of the MPA.

Team Leaders should:

- implement the CEP and its related procedures and strategies, including local policy planning and review;
- identify and support a person within their area/team who is responsible for coordinating and mainstreaming equality work;
- ensure that staff are aware of their responsibilities and give appropriate training and support;
- take appropriate action against staff who discriminate unlawfully;
- ensure external partners are aware of the CEP.

All staff should:

- promote equality and diversity in their day-to-day work;
- eliminate unlawful discrimination in their day-to-day work.

Critical Success Factors

The following factors will be used in determining the success and effectiveness of the CEP and shall form part of the periodic review of its implementation:

- a) The strategies for embedding equality and diversity are integrated into and inform all aspects and business of the Authority
- b) Information and data systems and practices and procedures for monitoring and review are embraced by all staff and teams
- c) Both corporate and individual team equality outcomes can make a change in the lives of Londoners and in the delivery of services by the MPS
- d) There is an effective internal infrastructure to support the implementation of the CEP.

Reporting Processes

The reporting process for the CEP and for Team Equality Plans is as follows:

- a) Corporate Annual Report to Equal Opportunities and Diversity Board first, then to the Authority meeting
- b) Quarterly Reports by the Head of Race Equality and Diversity to the MPA Senior Management Team and EODB

- c) Six monthly review and progress report by Head of Race Equality and Diversity to staff and relevant staff forums.

CORPORATE EQUALITY OBJECTIVES

The Corporate Equality Objectives have been developed to implement the Equality and Diversity Policy. It will identify the equality objectives to be pursued and that relates to existing commitments, legislative requirements and the Equality Standard.

The Equality and Diversity Policy outlines the commitment of the MPA as a Public Authority, a Service Provider, a Policy Maker, an Exemplary Employer, a Communicator and a Purchaser of Goods and Services. Under each of these headings are listed specific commitments that will form the objectives for this Equality Plan. Progress against each of these objectives will be monitored and form part of the reporting data used in the Performance Management Framework.

TEAM WORK PLANS

Each Team will be required to identify service and team specific targets and objectives to contribute to the delivery of the Corporate Equality Plan.

Corporate Equality Objectives

The MPA as a Public Authority aims to:

Corporate Commitment

- Commit ourselves to promoting equality of opportunity; eliminating unlawful discrimination and valuing diversity in everything we do and will work with and support the Metropolitan Police Service to maintain this commitment
- Publicise our equality values to ensure that the whole community we serve is aware of our commitment to good equality practices and the elimination of discrimination
- Treat people that we come into contact with during our business equitably and with respect
- Seek feedback from other stakeholders, partners and the people who live and work in London to find out how we are doing in implementing our equalities commitments

Accountability

- Set ourselves goals, targets and measures of success for all equalities areas and monitor our progress towards achieving them
- Publish assessments of our progress and consult our staff, partners and others about how we can improve our performance
- Strive to ensure we are accessible to the public and responsive to their legitimate needs
- Publish our 'comments, complaints and compliments' policy in accessible formats so that members of the public can comment, compliment or raise complaints on matters of concern about the way in which they are treated by the MPA staff.
- Take steps to ensure that no group, community or individual is disadvantaged through information being inaccessible to them
- Be transparent and helpful in the information that we give to the public should they wish to make a complaint about police performance, practice or a specific police officer

- Conduct effective audit reviews of MPA and MPS diversity and equalities arrangements to ensure that they achieve their stated objectives

Working in Partnership

- Work with the MPS, GLA and government departments, key partners and stakeholders in the statutory, voluntary and community sector to promote valuing diversity and to learn from each other to ensure that continuous reduction in crime and community safety matters remains a priority for all
- Support our members to ensure that they can achieve the objectives of the MPA in their work with key partners and stakeholders
- Support our any members and staff who are subjected to inappropriate treatment that is not in line with our dignity and respect policy and take steps to address this with the organisation/group concerned
- Improve our contacts with groups that are representative of London's diverse communities to secure public trust and confidence in the policing of London
- Undertake community needs assessments, seek feedback and monitor the effectiveness of the police service to London's diverse communities and measure its effectiveness in making London a safer place for all
- Work in ways through our members' committees, working groups and other structures to ensure that good equal opportunities principles, practices, values are demonstrated to all with whom we work and do business
- Make representations to promote improved provision for diverse groups in employment and service delivery including changes in legislation

The MPA as a Service Provider aims to:

Assessing Service Users' Needs

- Make greater efforts to assess the differing needs and expectations of all our stakeholders and the communities serviced by the MPA
- Strive to ensure all service users express equitable levels of satisfaction

- Strive to ensure that the people of London have equal access to our services and are treated equitably and with respect

Improving policing services for all communities, groups and individuals

- Influence the development of quality services that meet the needs and expectation of our partners, stakeholders and London's diverse communities
- Ensure that we are transparent in the ways in which we execute our accountability of the police service
- Continually monitor the race, equality and diversity performance of the police and set targets that will lead to improved community trust and confidence
- Seek the views of the public in order to set policing objectives that reflect their community safety needs
- Aim to ensure that the views of local communities, groups and key stakeholders are sought to inform our policy decisions
- Be responsive to the observations, views and comments raised by members of the public
- Work with the police service to ensure that persistent and difficult issues that negatively affect communities, groups or individuals are addressed

The MPA as a Policy Maker aims to:

- Take actions to ensure that the outcomes of our policies do not impact negatively on any group in London
- Meet the requirements of the Race Relations (Amendment) Act 2000 by carrying out impact assessments on all proposed policies and existing policies to ensure that the potential for negative discriminatory impact is eliminated
- Work to ensure that the principles of race, equalities and diversity are built into all our policies and procedures and that these are regularly monitored and externally verified where appropriate
- Provide scrutiny on all MPS strategic and operational policies by requiring equality impact assessment reporting to be presented to the relevant committee(s)

- Strive to ensure our staff are aware of their responsibilities in delivering our policies in a fair and equitable manner
- Expect all managers to be responsible for identifying and acting on equalities and diversity issues and for ensuring that they make and implement policies and procedures in a way that is consistent with the Authority's commitment to race, equal opportunities and diversity

The MPA as an Exemplary Employer aims to:

Staffing Recruitment and Selection

- Aim to achieve Level V of the Local Government Equality Standards by 2005
- Demonstrate the highest level of commitment by signing up to the CRE leadership challenge
- Set annual equality and diversity objectives and targets which will be published and made available to the public
- Provide information about the Authority to all applicants and offer feedback and encouragement to those who are unsuccessful to help them improve their personal performance
- Strive to become an organization more representative of the society we serve by increasing the diversity of our workforce while appointing and promoting people solely on merit
- Strive to ensure that the MPA attracts applicants' representative of the communities of London
- Ensure that our recruitment procedures are fair and that we recruit the best applicants
- Design our selection processes to attract the best applicants
- Ensure that all members, staff and external partners who sit on recruitment or promotion panels receive appropriate training in equal opportunities in employment

Developing our Staff

- Develop our staff to their full potential by providing equality of opportunities to enable them to achieve their full potential

- Strive to ensure that there is equal access for all training, development and career opportunities within the Authority
- Train and encourage managers to ensure quality of access to appropriate learning and development opportunities for staff from all sections of society
- Provide specific training to all our staff to increase their understanding of equality, diversity and fairness at work
- Adopt positive action programmes as permitted under the Race Relations Act 1976 to assist staff from underrepresented groups to prepare to apply for promotion and development opportunities to help us achieve a more representative workforce.
- Provide support and advice to all our staff to enable them to understand and apply our policies

Performance Management

- Ensure that our performance management systems including pay, appraisal, bonuses and non-monetary reward and recognition are applied equitably and do not unfairly disadvantage certain groups or individuals
- Ensure our performance management systems are monitored and analysed and revised as appropriate
- Promote our family friendly and work/life balance policies and support the MPS police service to implement similar practices
- Provide opportunities for staff development, appropriate leave provisions and support to staff to help them balance their work and home lives
- Raise awareness of the importance of developing an understanding of the competing demands in achieving work/life balance

Widening our appeal as an employer

- Ensure that our procedures for filling vacancies and promoting people are fair and equitable
- All applicants for appointment will be dealt with fairly and equitably and in a way that does not adversely discriminate unfairly against any person
- Support our staff networks to that enable the views of staff from different sections of society to be directly expressed to senior management

- All members of staff will have access to support, mentoring and special needs facilities, which lead to family and culture friendly work practices, the avoidance of bullying and the maintenance of personal dignity
- Provide effective processes and opportunities for staff to identify problems and give feedback to members/senior and line managers

The MPA as a Communicator aims to:

- Strive to achieve an organisational culture that is open and encourages all staff to contribute to its continuous development
- Support appropriate social and other non-work activities that contribute to improved communication between members and staff at the MPA
- Present ourselves to the outside world as an organisation that recognises, reflects and values the diversity of its own people and the society it serves

The MPA as a Purchaser of Goods and Services aims to:

- Increasingly only purchase goods and services with those organisations and groups that share our commitment to valuing diversity and providing equality of opportunity
- Publish our equalities and diversity procurement statement so that our potential business partners are aware of our equalities values
- Continuously monitor our own and the MPS performance in implementing equality of opportunity in the procurement process
- Continuously monitor and review our procurement processes and practices to ensure that these are compliant with the Race Relations (Amendment) Act 2000