



Metropolitan Police Authority

**MPA Budget and Equalities
Submission 2004 – 07**

MPA Equalities Budget 2004 –05 Returns

MPA Equalities Policy: Overview 2004/07

1. The current proposed budget at **Appendix 1a** reflects the strategic direction of the Authority for the period of the next two/three years. Whilst previous budgets have been primarily activity based, the 2004/05-budget expenditure will be directed to achieving the proposed objectives. A detailed work programme will be developed for each of the priority areas and a more detailed breakdown of the budget will then be developed.
2. The budget submission 2002/03 gave a detailed overview of the structures that were in place at the time to ensure that the Authority was able to effectively scrutinise the diversity performance of the MPS as well as meet its own equal opportunities and diversity legislative and good practice requirements. This is attached at **Appendix 1b**.
3. The GLA gave an overall favourable response to the 2003/04 proposals and highlighted a small number of areas, where it identified the Authority could make improvements that would enhance its performance. The Equal Opportunities and Diversity Board (EODB), the committee with strategic overview of the Authority's diversity performance, have considered these observations and has taken these on board in the development of its current budget.

Equal Opportunities and Diversity Climate of the MPA and MPS

4. The MPA has been highly supportive of and encouraged by the diversity performance of the MPS, which is considered by some as a national leader in progressing equalities policies and at embedding diversity performance in the Police Service.
5. That said, the MPA is acutely aware of the shortcomings of the MPS in achieving many of the objectives that it has set itself as well as some key national targets including those for the recruitment of Black and or Minority Ethnic (BME) Officers. This is in spite of significant expenditure and innovative campaigning and initiatives, which, whilst successful in attracting members of the BME community in the service have been less successful in retaining them. This is clearly a major area of concern for the Authority and it will be reflected in its objectives for the period of this report.

MPA Internal Structure

6. It has become increasingly evident through an assessment of the recommendations from various reports as well as recent events, that the Authority needs to be better structured and resourced to be able properly to hold

the MPS to account, given the complexities of the work on equalities and diversity.

7. The Authority now has the structures required to execute its duties in respect of the MPS equalities and diversity performance. The Equal Opportunities and Diversity Board has progressed a range of activities and has provided a good level of scrutiny in the first year of its establishment. These are outlined in the first year annual report which was submitted to the Authority and is attached to this submission at **Appendix 2**.¹
8. The staffing establishment has been increased and officers are better placed to provide the Authority and Chair of the Board with the support that is required. However, with the increasing demands of the range of commitments that the Authority has signed up to, there is a case for extra resources and a failure to address this will be one of the greatest risks to the Authority achieving its Equality objectives. This will be managed in delivery by ensuring that a smaller but more focused approach taken in delivering its objectives would be to build on those areas of achievements during its first year.

MPA Equalities Service Improvement Plan (SIP)

9. Following the Audit Commission review of the GLA Group Best Value Review of Equalities, and the recommendation that all functional bodies complete a Service Improvement Plan. The MPA's plan is attached at **Appendix 3** as a requirement of the Mayor's equalities budget submission requirement. The implementation of the SIP is proposed as one of the strategic objectives for 2004/07.

MPA Governance for MPS Equalities and Diversity Performance

10. The work and focus of the Authority, through the responsibility given to the EODB, needs to be understood in the context of the perception of significant sections of the public about the policing service they receive. Increasingly, it can be argued that these perceptions are also reflected by police officers and staff internal to the MPS and the MPA. The achievement of diversity excellence needs to focus on both the internal service to staff and external service to the public.
11. The importance of getting this right is critical to both the Authority and the Service and the challenge of achieving this is underlined by some of the recent research findings highlighted below.

¹ EODB Annual report 2002/03

Demographic profile of the context of delivering policing in London

12. Almost half of all ethnic minority Britons now live in London. London's non-white population is already the largest of any European city at just under 2 million – 27% of the capital's total. Demographers at the GLA predict that this will grow to a third within the next 10 years. Most of Britain's 185,000 new immigrants each year end up in the capital. Over 300 languages are spoken in London.
13. An example of one of the effects these rapid changes may have on policing in London, according to Yasmin Alibhi-Brown, in her new book, "Mixed Feelings", is "more racism in the areas of London in which reactionary whites feel dispossessed". She also notes that black representation within its more conservative institutions, such as criminal justice, will be harder to come by. The ramifications of these trends on policing priorities are obvious.
14. The police have suffered a marked drop in public confidence since 1996; with only just over half of people now believing they do good job or excellent job (BCS 2000). The proportion of Londoners thinking the police do a poor job doubled from 9% to 18% between 1982 and 2000. The MPS public attitude survey (2002/03) shows a slight increase in public confidence, however this will need to be substantiated by other research in order to establish whether this is a sustained increase.
15. A number of research have indicated that ethnic minorities are less confident that the criminal justice system respects the rights of, or treats fairly, people accused of committing a crime. Black respondents have particularly low confidence in this respect (52% versus 70% for Whites). Black respondents were more likely than White respondents to think witnesses were not treated well by the police (61% versus 83% for Whites). Similarly, the 2002 ALG Survey of Londoners found that just over half (52%) of Black respondents believed they would be treated fairly by the police if they were a suspect compared to 64% of White respondents. Further, according to the PFL Survey², 36% of all Londoners believe the police treat ethnic minorities unfairly.
16. These differences are significant and clearly reflect the effects of direct and indirect experience. In addition to race, these surveys also highlight differences based on gender, disability, age, work status, social class, housing, and borough residence (PFLS, 2002; BCS³, 2000; ALG, 2002)
17. The diversity governance responsibilities of the MPA, as a policymaker, opinion leader, contractor of goods and services, and service planner and provider, and as an employer, are an essential part of and integral to all aspects of the performance of the MPS (and MPA). The policy accountability for diversity therefore cannot and should not be regarded as a separate area of activity. Diversity issues cannot be addressed in a separate silo, as a discrete set of problems.

Policing for London survey

³ British Crime Survey

Embedding Equalities and Diversity Priorities for the MPA

18. The learning from the research and the progress which the Board has made in the past year, has informed the decision to take a more focused approach to embed the Equalities and Diversity priorities for the Authority over the next 2 to 3 years. The focus of the EODB will be to achieve a more sustainable programme of scrutiny and accountability from the MPS for its equalities and diversity performance, as well as on its own internal performance. Many of the areas to be scrutinised, and the performance levels to be achieved are already specified in the MPA Race Equality Scheme, the Local Government Standard, the Service Improvement Plan, Internal Audit report and other reports that have already identified those areas on which the Board should focus, and the targets that are to be achieved. The proposals in this submission therefore, have all been previously agreed to by the MPA.

The MPA Equalities and Diversity Strategic Objectives

19. The main aims of the MPA race, equalities and diversity policy strategies will be to:

- Establish structures and processes and monitor and scrutinise all aspects of the MPS equal opportunities and diversity performance, including its budget expenditure on diversity (IA report, SIP, RES etc).
- Secure a climate and organisational structure in which unlawful discrimination and the promotion of good relations, respect and trust amongst police and non-police staff in the MPS are promoted. (RES and Local Government Equality Standard, implementation of legislation and equalities directives, internal inquiries etc).
- Secure the trust and confidence of London's diverse communities in the performance and accountability of the MPA (RES, SIP, Local Government Equalities Standard, Recommendation 61 implementation etc).
- Monitor and review progress in implementing its statutory and legislative responsibilities in relation to equal opportunities and diversity as well as maintaining an overview of the performance of the MPS in this regard (All EO legislation, directives and recommendations, including focus on age, disability, faith, gender, race and sexuality).

20. The six major areas of work to be progressed are outlined below. Each contains a range of general and specific recommendations, with specified timescales and performance measures. These have largely been agreed by the Authority and therefore do not represent 'new' work that needs to be separately justified. The detailed work that will be undertaken in 2003/04 is outlined in Appendix 1a.

Priority One: Race Equality Scheme – to achieve progress against all the arrangements and measures outlined in the Scheme, and to review and update for publication by May 2005.

Priority Two: Best Value of Equalities Service Improvement Plan – to progress and continually monitor the achievement of each of the recommendations, and to establish those structures and processes necessary to deliver on the Service Improvement Plan.

Priority Three: Equalities budget and performance monitoring –to overview and monitor the equalities budget spend and performance of the MPA and the MPS.

Priority Four: MPA/MPS internal Diversity Application and Monitoring to monitor all aspects of the Internal Audit report and progress against each recommendation..

Priority Five: The Equality Standard for Local Government – to achieve Level 5 of the Equalities Standard by 2005. In July 2003, members confirmed this commitment and set an initial target to achieve Level 3 of the Standard by 2004.

Priority Six: MPS Diversity Strategy and Key Strategic - to monitor the MPS performance and practices as set out in the Diversity Strategy, and the supporting action plans, including the local diversity plans.

21. In addition to the above there are a small number of activities which are not specified in any of the recommendations but which are either continuing or emerging activities that arise from central government initiatives including for example, the full implementation of the Recommendation 60 of the Stephen Lawrence Inquiry report by April 2005. These are outlined in the attached work programme and proposed budget allocation.

Priority One - Race Equality Scheme

22. The MPA Race Equality Scheme contains a number of actions to satisfy the requirements of the RRA. The Scheme has specified five measures for gauging success in the implementation of the Scheme and the consequent diversity performance and staff and public confidence that will result from this.

23. The published success measures are:

- i. Staff feel that they are being fairly treated by MPA members, managers and colleagues in terms of race and equal opportunities.
- ii. Management structures and processes are in place to give staff the confidence to make complaints and voice grievances.
- iii. London's minority ethnic communities have greater trust and confidence in their police service.

- iv. The MPA is working in partnership with other organisations on issues of race and equality; and
 - v. Mechanisms for communicating and engaging with young people in particular are established by the MPA.
24. Progress is already underway. Progress will be monitored by the EODB and signed off when completed against agreed target against will be considered.

Performance and Success Measures for the MPS

25. The MPA Race Equality Scheme also proposes measures that will be used to monitor the MPS progress. The success measures are:
- vi. The public lifting of the label 'institutional racism', placed upon the MPS by the Stephen Lawrence Inquiry;
 - vii. Management structures and processes are in place to give all staff confidence in making complaints and voicing grievances;
 - viii. The MPS workforce is representative of London's diverse communities at all levels;
 - ix. The alleviation of the public's perception that there is unjustified racial disproportionality in sensitive areas such as deaths in custody and stop and search;
 - x. The effectiveness of diversity training provided to all in the MPS;
 - xi. 'Fair Practice' measurement is implemented across all boroughs and occupational command units (BOCU and OCU) and is used to keep the MPA link members and committees informed about local equality issues in service delivery
26. Recommendations will be considered internally for a process by which the other MPA committees will be required to report to the EODB on the key Equalities issues that come to their attention and require their action.
27. This proposal is in line with one of the key recommendations arising from the GLA budget equalities review where the GLA assessed that a possible weakness in the current governance responsibility is that of its process for monitoring the mainstreaming and equality performance and considerations of other MPA committees.

Lifting the label of 'institutional racism' from the MPS

28. One of the measures of success for the MPS is that of the Authority 'publicly lifting the label of institutional racism from the MPS'. The timescale for achieving this is given as 2005. Recent high profile cases as well as some of the emerging findings from the MPA scrutiny into stop and search, the independent evaluation of the MPS CRR training which identified that officers at all levels of the MPS find the label unhelpful and that it continues to evoke a great level of

resentment has highlighted the complex set of issues that the Authority will need to address, in assisting the MPS in achieving this success measure.

29. There are high stakes for the Authority and the Service in reaching a decision on this measure and it is in the interest of both, that almost 15 years following the racist murder of Stephen Lawrence that there is a clear indication to the public that the improvements that the MPS has made demonstrates that this label should be publicly lifted.
30. Proposal will be brought to this Board to set this as one of the key targets areas to be progressed for the coming year. Should this be agreed, detailed discussions will need to be held with the Home Office, the MPS, GLA, CRE and other stakeholders about the best way in which this potentially highly sensitive area of work can best be progressed. Detailed proposals will be brought to the December meeting.

Increasing the Measures of Success

31. There are further measures of success that could be added to the list published in the RES in 2001 for both the MPA and the MPS. These will be reviewed and further proposals to the EODB will be brought forward. This will include extending these to other equalities target areas (i.e. gender disability, faith, sexuality). Progress towards achieving this target would contribute to the requirements of the other strategic equalities practices, including progress towards achieving Levels 1 and 2 of the Local Government Equalities Standard.

Race Equality Impact Assessment

32. One of the key requirements of the RRA is that impact assessment should be carried on all new and emerging policies and functions of the MPA. The definition of a policy is relatively broad and discussions with the CRE indicate that this include the requirement to impact assess 'custom and practices' as well as more formal policies and those decisions that will lead to policy and practices.
33. Officers have developed draft guidance to inform and assist colleagues in meeting this requirement and the CRE will be assisting in the delivery. Further work is underway internally to see that such assessments are undertaken.
34. This is a core aspect of the RRA and it is proposed that the results of these assessments will be regularly reported to the EODB as well as the GLA Race Equality Working Group. The MPA also plays a key role in the CRE/RES Good Practice Network for Police Service and Authority and much of the learning there will continue to influence the Authority's development in this area.

MPA Best Value Review Of Equalities Service Improvement Plan (SIP)

35. The GLA Best Value 'Equalities for All' review was pretty comprehensive. However, since that report was published other scrutinies of the MPA performance are either currently taking place or planned including the Initial Performance Assessment (IPA) by the Audit Commission, which will need to be reflected in the SIP.
36. It is proposed that the SIP will be reviewed twice yearly for consideration by the Board, and that the annual report of the progress made against each recommendation be published on the MPA website as well as form part of the MPA annual equalities report, which will be published and distributed to the key stakeholders and communities.

Equalities Standard for Local Government – Level 5 Achievement

37. Working to achieve the ESLG will give the MPA the ability to demonstrate its equality excellence in all aspects of its organisational, service and people performance. A significant amount of work is needed to achieve this target however; the proposal outlined in this report will greatly assist in achieving the three levels of the standard by 2003 and Level 5 by 2005.

38. The first three levels to achieve are:

1. Level 1 – obtaining commitment to review and change practices and establishing of processes and partnership frameworks, establishing policies and procedures. The initial step will be to set out a Corporate Equality Plan, which sets out how the Standard will be implemented across the MPA, including timescale and details of allocated resources.
2. Level 2 – Assessment and Consultation including the requirement to carry out a corporate needs/impact assessments. This will be supported by the requirement in the RES for equalities impact assessments to also be carried out.
3. Level 3 – Setting equality objectives and targets, including the development of service objectives and targets with performance indicators

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- Level 4 - Information systems and monitoring against targets, including the need for audits to establish a baseline for future monitoring.
- Level 5 - Achieving and reviewing outcomes, which are the targets set at Level 3.

39. Each of the levels has to be achieved across defined areas including leadership and corporate commitment, consultation and community development and scrutiny, service delivery and customer care and employment and training.

Many of the measures and targets that this Board is being asked to endorse will assist in satisfying the requirements of the Standard.

40. Like the other priority areas this area will be a regular item on the agenda of the EODB.

GLA Group Recommendation on the MPA and MPS Annual Equalities Budget Submission

41. The MPA has welcomed the constructive approach and the partnership, which has developed with the GLA to enable it to meet the Mayor's requirements for an explicit Equalities budget submission. This has assisted the organisation to take a more holistic and strategic approach in the way in which Equalities is funded. Further work is required in this area, and the GLA input has been valuable. This GLA report and recommendation arising from this process will be considered annually in the development and implementation of the plans annually. The first report and its recommendations are primarily aimed at ensuring that internally, the Authority, through the work of the Board is able to achieve the work programme submitted to the GLA. The MPA will monitor the MPS progress against the recommendations arising from the GLA Budget Equalities Review meeting.

MPA Internal Audit Systems Review of Diversity Application Monitoring

42. This IA report is the first system review of diversity that has been carried out as part of the 2002/2003 internal audit plan. Its premise was that supporting diversity within the MPA and MPS organisation should go beyond meeting equal opportunities requirements and means being committed to valuing and recognising the unique contribution and needs of individuals within the organisation. The resulting recommendations are all aimed at harnessing the strength of a diverse workforce to continually improve the level of service provided.
43. The report makes a number of recommendations, nine of which have been categorised a high priority and require immediate attention. Some progress has been made against some of these, however many are still to be progressed.

Scrutiny of the MPS Race, Equal Opportunities and Diversity Performance

44. The MPS has achieved a great deal and is renowned for its diversity performance. It is considered to be a national and international leader in the approach that it has taken to embed diversity practices into the core culture of the organisations. The MPS diversity strategy document has been endorsed and supported by key organisations including the Commission for Racial

Equality. Indeed, the former Head of the CRE continues to provide advice to the organisation.

45. The MPS lists the key strategic reports underpinning its diversity strategy as those below and members will need to ensure that progress against each is continuously reviewed:

- Stephen Lawrence recommendations
- Winning the race (HMIC)
- Winning the race revisited (HMIC)
- Diversity matters (HMIC)
- Winning Consent (HMIC)
- Equalities for all review (MPS Implementation)
- Race Relations Amendment Act
- MPs Race Equality Scheme
- Disability Discrimination Act
- Hate Crime Legislation and Directives
- Implementation of forthcoming legislation in reaction to faith and LGBT issues

46. In addition there are a number of other related equalities and diversity matters that are also progressed by different directorates, such as the Diversity Training Directorate and the Development and Organisational Implementation Team (DOIT) for example over which this Board will also want to maintain an overview. There are also close links between the responsibilities of DOIT and the MPS Human Resource Directorate.

47. However, there remains a great deal to achieve. A number of recent high profile cases have revealed that aspects of the corporate culture may not have been as influenced by the diversity culture as the MPS would have liked. Surveys and reports from a number of sources including the London Survey, British Crime Survey, among others, continue to reveal that policing in London is perceived and experienced as discriminatory and biased, with continuing mistrust and a lack of confidence by certain sections of the public, including people from the black minority and ethnic communities.

48. The MPS, with MPA endorsement devotes a significant budget (£107M, 2003/04) and resources (130 staff) to its diversity performance. A key target for the Authority, through the work of the EODB, will be to specify and publicise the performance measures that it will set, and the monitoring processes that it will put in place to see that the MPS achieve those measures published in the Race Equality Scheme in 2002.

Overview of the MPS Equalities Submission

49. The Authority and the Service have worked together to ensure that the budget submission document is such that it enables the Authority to get a clearer overview of the Equalities expenditure of the MPS. The MPA notes the MPS priorities and will continue to take steps to continuously monitor its progress

against those areas it has outlined in the budget submission. The EODB has previously indicated that its overview of the MPS Diversity performance will be one of its key priorities. This will include a closer scrutiny of the Equalities and Diversity budget.

Risk Assessment

50. The greatest risk to the strategic objectives and work programme outlined in the submission not being achieved is the lack of available staffing resource and good project management. The GLA has highlighted its concern that the staffing in the 2002/03 submission was inadequate to meet the challenging work programme proposed in order to enable the EODB to execute its governance responsibility. These comments have been taken into considerations and the MPA is relatively confident that the work that will arise from its strategic equalities objectives can be achieved through the increased staffing resource. External support will be bought in where required to ensure that the targets and objectives are achieved within the agreed budget.

Budget and Equalities Return 2004-05

Organisation - The Metropolitan Police Authority

Part 1 Human Resources and Internal Expenditure

Staff Costs

51. The MPA now has an establishment of 2.5 full time equivalent staff working specifically on diversity. This is an improvement on last year and gives the Authority a firm basis for progressing some of the key equalities and diversity challenges. The establishment of these posts is evidence of the commitment of the Authority to see that this most important work area is well resourced

Numbers	Post	2004-05 Budget	2003-04 Budget	2002-03 Actual
		£000k	£000k	£000k
	Head of Consultation and Diversity	39	27	0
	Policy Development Officer	27	0	0
	Project Assistant	0	19	0
	Administrator	19	17	0
	TOTAL	85	63	0

Other staff working on equalities

52. Table 2 shows MPA staff who spend more than 10% of their time in carrying out specific equalities work on an ongoing basis. Such work includes:

- Supporting the equalities work programme, namely its reviews, initiatives and implementation work.
- Delivering the 'equalities for all' Service Improvement Plan.
- Meeting the arrangements set out in the Race Equality Scheme and completing impact assessments.
- Enabling and undertaking performance scrutiny of the MPS.
- Providing legal advice on race, and equalities matters
- Providing budget guidance
- Promoting and supporting consultation, communication and engagement with priority groups.
- Dealing with MPA/MPS employment and service delivery equality issues.
- Supporting multi-agency and GLA group equality initiatives.
- Participating in equalities related meetings and conferences.

Other staff working on equalities Table 2

Post	Role	% of time	
		2003/04	2004/05
Clerk	Ultimately accountable for equal opportunities in the MPA and its compliance with legislation.	15%	15%
Deputy Clerk	Legal advice on equal opportunities	12%	12%
Head of Consultation and Diversity	The lead policy adviser on equality and diversity issues, as well as the point of liaison with regard to such issues for the MPS, the GLA, other bodies and the community. This officer will also co-ordinate the monitoring and implementation of recommendations relating to equalities work, including HMIC inspections, the Stephen Lawrence Inquiry report, and other reports - such as the Viridi Inquiry and the GLA Equalities for All Review. This officer will also be the lead support officer to the MPA's Equal Opportunities and Diversity Board.	50%	60%
Project Assistant	Support on progressing key recommendations and stop and search scrutiny	80%	0%
Policy Development (Equalities)		0%	70%
Consultation Co-ordinator		0%	10%
Policy Development Officer (Consultation)		40%	10%
Administrator (Diversity)		80%	80%
Head of Human Resources and Professional Standards	Key adviser to the MPA with regard to staff employment, equality and training issues. Also responsible for advising and monitoring the MPS on similar employment matters	30%	30%
HR Policy Officer		20%	20%
Analyst	Adviser to the MPA on performance management and monitoring systems with regard to equality and diversity issues.	20%	20%
Treasurer	Accountable for ensuring the MPA budget planning and expenditure takes equal opportunities and diversity matters into consideration. The Treasurer will also promote the application of equalities criteria and objectives with regard to the procurement of services.	3%	3%
Deputy Treasurer	In support of the Treasurer, making proper arrangements for the administration of the financial affairs of the MPA. This will include offering advice and guidance on the expenditure of the MPA and the MPS diversity budgets, and advising how the MPA can secure best value and promote its equal opportunity policies.	7.5%	7.5%
Best Value Policy Officer	Responsible for the development of the annual plan and best value reviews. This officer will ensure that the annual planning and best value processes address equality considerations amongst other relevant criteria, and that an inclusive approach is taken when consulting on priorities and needs.	10%	10%
Communications Director	Centrally placed to promote and publicise the MPA's Race Equality Scheme. The Communications Unit will also be responsible for advising the MPA on how best to communicate with minority ethnic communities. The Unit manages the MPA's website and will provide advice on maximising the potential of e-consultation.	10%	10%
Committee Clerk	Services Equal Opportunities and Diversity Board.	10%	10%
Total estimated cost		£158,154	£186,597
Total estimated hours		5,968	5,660
f.t.e.		3.88	3.68

Training

Expenditure on training which specifically addresses equalities issues or contains a distinctive and significant equalities element (Note 4)

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

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

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

Description of training	No of staff trained	2004-05 Budget £000	2003-04 Budget £000	2002-03 Actual £000
Disability Discrimination Act	80	5	0	6
Corporate Equalities training component of training strategy	80	10	10	
Positive action	5-10	10	6	
TOTAL		25	16	6

Recruitment

Amount spent on targeted recruitment

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

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

	2004-05 Budget	2003-04 Budget	2002-03 Actual
	£000	£000	£000
Publications	0		
Community Events	20		
Creative targeted recruitment – staff	10	10	
Creative targeted recruitment – independent members		25	
TOTAL	30	35	0

Expenditure on self organised staff groups

There are no formal self-organised groups within the MPA; and no proposals actively to set up any. The BME staffs have met on ad hoc basis to discuss specific issues within the MPA. It is anticipated that these meetings will be more frequent next year. Other groups will similarly be encouraged to meet. Given the MPA's relatively small establishment, it would be willing to consider supporting joint initiatives across the GLA group. MPA members meet the formal self-organised groups within the MPS regularly.

Group	2004-05 Budget	2003-04 Budget	2002-03 Actual
	£000	£000	£000
	1.5	0	0
TOTAL	1.5	0	0

Other Internal equalities based expenditure

Internally focussed equalities initiatives

Activity	2004-05 Budget	2003-04 Budget	2002-03 Actual
	£000	£000	£000
Diversity (CRR) training review	25		28
Gender Agenda	10	10	20
Policy Clearing Review	0	10	
MPS diversity budget performance review	0	10	
Annual corporate equalities 'health check' and cultural climate strategy	15	5	5
TOTAL	50	35	53

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⁴ No specific expenditure included in the 25K in Diversity CRR

Part 1 summary

Type of expenditure	2004-05 Budget	2003-04 Budget	2002-03 Actual
	£000	£000	£000
Staff who work full time on equalities	85	63	0
Training	25	16	6
Recruitment	30	35	0
Self organised groups	1.5	0	0
Other	50	35	53
TOTAL	191.5	149	59

Part 2 Human Resources Data

Staffing analysis At 31 March 2003

Note: On 3 July 2000, 26 staff from the Metropolitan Police Service (MPS) Internal Audit Directorate (IAD) were 'TUPE' transferred to the direction and control of the Treasurer of the MPA. Of these, 19 (73%) were men and 7 (27%) were women. Three of these women comprised the support staff of IAD; all the remaining staff in IAD are Auditors. As at 31 March 2003 there are 33 staff in IAD, 26 are men (79%) and 7 are women (21%). Two of the three support staff are women; all the remaining staff in IAD are Auditors. Within the Audit function, the proportion of women is generally low, although there do not appear to be any reliable benchmark figures.

In relation to top earners it is suggested that, given the small workforce, a more realistic percentage should be adopted rather than the 5% suggested. It is suggested a figure of 20% is used, which would provide a 'pool' of 14 staff (instead of four if the figure were 5%). This would provide the following breakdown.

	Men	Men	Women	Women	Disabled People
	Top 20% of earners	Total Organisation	Top 20% of earners	Total Organisation	Total
White	10	29	2	19	4
Mixed	0	0	0	0	0
Asian or Asian British	1	7	0	1	0
Black or Black British	0	7	1	8	1
Chinese or other	0	0	0	0	0
Total	11	43	3	28	5

Joiners in 2002-03

	Men	Women	Disabled People
White	3	3	0
Mixed	0	0	0
Asian or Asian British	2	0	0
Black or Black British	2	1	0
Chinese or other	0	0	0
Total	7	4	0

Leavers in 2002-03

	Men	Women	Disabled People
White	2	2	0
Mixed	0	0	0
Asian or Asian British	1	1	0
Black or Black British	1	1	0
Chinese or other	0	0	0
Total	4	4	0

Ethnic and gender analyses of grievances taken out during 2002-03

	Men	Women	Disabled People
White	0	0	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	1	0
Chinese or other	0	0	0
Total	0	1	0

Disciplinary actions started in 2002-03

	Men	Women	Disabled People
White	1	0	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	0	0
Chinese or other	0	0	0
Total	1	0	0

Permanent promotions made in 2002-03

	Men	Women	Disabled People
White	0	0	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	0	0
Chinese or other	0	0	0
Total	0	0	0

Temporary promotions made in 2002-03

	Men	Women	Disabled People
White	0	0	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	0	0
Chinese or other	0	0	0
Total	0	0	0

Employment tribunal cases taken out 2002-03

	Men	Women	Disabled People
White	0		0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	2	0
Chinese or other	0	0	0
Total	0	3⁵	0

Outcomes of employment tribunals

All three cases were settled before reaching an Employment Tribunal hearing. The settlements all have confidentiality clauses.

⁵ The three cases were all within CPCGs, and not strictly MPA employees. The MPA has since issued guidance to CPCGs informing them of the need to monitor data on an ethnicity basis. The MPA obligations under the RRA has also been circulated to all and they will be obliged, as a condition of their funding to demonstrate equalities compliance in all aspects of their work.

Staffing analysis at 30 September 2003

As suggested in respect of the figures to March 2003, a 20% figures has been used to identify "top earners".

	Men	Men	Women	Women	Disabled People
	Top 20% of earners	Total Organisation	Top 20% of earners	Total Organisation	Total
White	11	29	3	24	4
Mixed	0	0	0	0	0
Asian or Asian British	1	9	0	2	0
Black or Black British	0	7	1	10	1
Chinese or other	0	0	0	0	0
Total	12	45	4	36	5

Joiners 1 April 2003 - 30 September 2003

	Men	Women	Disabled People
White	1	6	0
Mixed	0	0	0
Asian or Asian British	2	1	0
Black or Black British	0	2	0
Chinese or other	0	0	0
Total	3	9	0

Leavers 1 April 2003 - 30 September 2003

	Men	Women	Disabled People
White	1	2	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	1	0
Chinese or other	0	0	0
Total	1	3	0

Ethnic and gender analyses of grievances taken out 1 April 2003 - 30 September 2003

	Men	Women	Disabled People
White	0	0	0
Mixed	0	0	0
Asian or Asian British	1	0	0
Black or Black British	0	0	0
Chinese or other	0	0	0
Total	1	0	0

Disciplinary actions started 1 April - 30 September 2003

	Men	Women	Disabled People
White	0	0	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	0	0
Chinese or other	0	0	0
Total	0	0	0

Permanent promotions 1 April - 30 September 2003

	Men	Women	Disabled People
White	0	0	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	0	0
Chinese or other	0	0	0
Total	0	0	0

Temporary promotions 1 April - 30 September 2003

	Men	Women	Disabled People
White	0	2	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	0	0
Chinese or other	0	0	0
Total	0	2	0

Employment tribunal cases taken out 1 April - 30 September 2003

	Men	Women	Disabled People
White	0	0	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	0	0
Chinese or other	0	0	0
Total	0	0	0

Outcomes of employment tribunals

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Human resource targets)

	31/3/05 Target	31/3/04 Target	31/3/03 Actual
% of black and ethnic minority staff	35%	30%	31%
% of women staff	52%	52%	39%
% of black and ethnic minority staff in top 5% of earners	No target	No target	No target
% of women in top 5% of earners	No target	No target	No target
% of women joiners	52%	52%	36%
% of black and ethnic minority joiners	35%	30%	45%
% of staff who are disabled	10%	9%	7%
Other (Please Specify)			

The MPA will shortly commence monitoring sexual orientation, religion or belief and age. The GLA have also asked for a current age profile of the MPA. This is as follows:

21 – 25	5
26 – 30	8
31 – 35	7
36 – 40	10
41 – 45	15
46 – 50	12
51 – 55	14
56 - 60	9
61 - 65	1

The age profile shows that younger staff are underrepresented because of the high level of professionally qualified staff and/or requirements for relevant experience.

Part 3 Buildings and Facilities

Type of expenditure	2004-05 Budget £000	2003-04 Budget £000	2002-03 Actual £000
Expenditure to makes buildings accessible to disabled staff	1.000	0.600	
Expenditure to make facilities available to women staff		1.695	
Expenditure to make buildings accessible to disabled people			
Expenditure to ensure facilities are available for women		0.300	
Other (Please Specify)			
Induction loop	1.200	0.909	
Ramps		1.310	
Website			4.000
Car Park	7.000	7.000	
The MPA moved into new leasehold accommodation in July 2002; as part of the refurbishment £21,000 was spent on works to make the building more accessible to staff and visitors with disabilities.			

Targets

Targets	31/3/05 Target	31/3/04 Target	31/3/03 Actual
% of buildings fully accessible to disabled staff	98%	98%	95%
% of buildings fully accessible to disabled members of the public	100%	100%	100%
% of buildings providing full facilities for women staff	100%	100%	100%
% of buildings providing full facilities for women members of the public.	100%	100%	100%
Other (please specify)			

Part 4 Services to the Public

Services specifically directed at equality and social inclusion target groups

These are outlined in each of the attached reports and their recommendations.

See Section on Equalities and Diversity Strategic Objectives for the MPA 2004 – 2007 (Page 5)

Services which disproportionately benefit equality and social inclusion target groups

These are outlined in the attached reports and will be further identified through the development of Equalities Impact assessments and SIP that will be progressed throughout the year. These will enable the Authority to get an informed understanding of the services that disproportionately benefit the target groups outlined in the MPA RES and the local government equalities standard.

The results of the detailed impact assessments will be published throughout the year. These will give the Authority a detailed understanding of the services, processes and policies implemented by the MPA (and MPS) that disproportionately benefit or negatively impact on the target groups.

Appendix 1a

	MPA Equal Opportunities and Diversity budget proposals 2004/05	2004/05 Budget	
		£000	Commentary
1	Annual corporate equalities health check and cultural climate survey (Priority 4, 5 & 6)	15	Implementation of specific performance indicators in RES, achievement of corporate cultural change as implementation to contribute towards implementation of equality standard
2	Race Hate Crimes Forum (Priority 1 and 6)	30	Staff support + contribution Section 17 of the Crime and Disorder Act monitoring of hate crimes
3	Local diversity and race equality scrutiny & External reference group including RES Consultation (Priority 1, 5 and 6)	60	Funding to support local RECs and partnership initiatives to monitoring local implementation of MPA/MPS RES and progress requirements towards equality standards.
4	Recommendations 63 - Lawrence Report (National recommendation)	40	Meet police authority responsibility for information/education public about stop and search especially if rollout goes through across London + support for further rollout of Rec 61.
5	Rec 61 implementation /local monitoring group (Priority 2 & 3)	10	Support local groups to assist in attendance to meetings etc + capacity building.
6	Community Partnerships and Development (Priority 1, 2, 5 and 6)	20	Support local initiatives by (LGBT/Faith groups etc) policing/community equalities implementation to increase community confidence and promote the work of the EODB and MPA.
7	Implementation of recommendations arising from Scrutiny, reviews, investigations and other EODB/MPA equalities initiatives (Equality Standard, SIP, RES, CRR etc).	25	To support the implementation of recommendations arising from the scrutiny, reviews etc, including publication access in different languages etc.
8	Level 3-5 Implementation (Priority 5)	50	Cost of consultant to undertake work required to achieve Level 3 – 5, including training, briefing, information development, internal staff surveys, translation, consultation and community engagement, publication etc)
9	DDA implementation/disability partnerships (Priority 3 & 4)	10	Achievement of legislative and equality standard
10	Gender Agenda implementation. (Priority 2, 5 & 6)	20	Implementation in support of Mayor's budget requirement for greater level of focus on gender issues in financial year
11	MPA Staff – Diversity Administrator	22	
12	Diversity Policy Development Officer	37	
	Overall Total Budget	£339	

Appendix 1b

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

**Appendix 2
Equal Opportunities and Diversity Board Annual Report 2002/03**

Foreword by the Chair

This first year of the Equal Opportunities and Diversity Board has been highly rewarding and at the same time challenging.

The Board has influenced and progressed some significant areas of work that are central to the equalities and diversity governance responsibilities of the Authority.

One of the key functions of the MPA is that of engendering public trust and confidence in the police service in London. For many who are members of London's rich and diverse communities, their experience of policing has, historically, been marred by a perceived lack of tolerance and a profound lack of understanding of the need to deliver a policing service that is compliant with good race and equal opportunities legislation as well as one that reflects and continuously tries to deliver a policing service that respects and values the diversity of the people that it serves.

I am proud of the accomplishments that the Metropolitan Police Service (MPS) has achieved in the area of diversity over many years. To many looking on, the MPS is considered to be a 'world leader' in the field of policing diversity. It has demonstrated this commitment by investing significant resources in all aspects of its diversity agenda. It is continuously striving to achieve excellence in this work. The MPS is to be congratulated for engaging some of the most acclaimed academics and diversity leaders to inform and guide it. It is therefore little wonder that it has achieved the measure of success and acclaim that it has.

Such high acclaim makes the work of the Equal Opportunities and Diversity Board one of the most challenging as it seeks to ensure that the MPS maintains continuous improvements in the areas in which it has already made significant advances. The challenge of the board is to ensure that the MPS improves significantly in those areas that continue to present challenges to itself and to the communities that it seeks to 'police by consent'.

The EODB, and the Authority - having had the opportunity to look more closely at key aspects of the MPS race, equal opportunities and diversity performance - have been made acutely aware that there are indeed a number of areas in which significant and urgent improvements are needed in order to gain the trust and confidence of staff as well as the public. The Board have already begun to influence some of these areas.

Although I remain pleased with the achievements of the EODB during my first year as Chair, I am acutely aware that there remains a great deal to achieve in the coming years. In order to achieve these, many of which the Authority has already signed up to, such as the progression and implementation of the MPA Race Equality Scheme and the recommendations arising from the GLA Group Equalities for All review, decisions will need that will ensure that the staffing resource is available.

It is my vision that the MPA will assert its leadership in ensuring that it achieves excellence in its race, equal opportunities and diversity performance and practice as well as excel in its overview of the MPS to achieve the level of public trust and confidence in policing in London, which is a vision for all communities.

There are a number of individuals who have contributed to the success of the EODB in its first year and I want to take the opportunity to thank them. Within the MPS, the Deputy Commissioner, Ian Blair has lent his personal support to the work of the Board, as has Cressida Dick, the former Head of the Diversity Directorate. Lee Jasper and colleagues of the GLA have provided assistance and challenge where this was needed.

I also want to thank the following MPA staff for enabling me to achieve the standard of performance that I have set for the EODB, Catherine Crawford, the clerk to the Authority, Julia Smith, Head of Consultation and Diversity, John Crompton who has been an excellent and most reliable committee officer. Thanks also to Jude Sequeira, Johanna Gillans, (who has since left the Authority), and Tim Rees for his expertise in setting up the scrutiny on Stop and Search.

Cecile Wright

Chair of the MPA Equal Opportunities and Diversity Board

July 2003

Introduction

The Equal Opportunities and Diversity Board was formed out of the Consultation, Diversity and Outreach Committee in 2002. This was undertaken to address the need to provide more focussed consideration and direction on the MPA's race and equal opportunities statutory and governance responsibilities as well as in the business processes of the Authority. More specifically, the EODB was established to enable the MPA to give greater scrutiny and guidance to its own responsibilities under the Race Relations (Amendment) Act 2000, as well as provide a monitoring and appraisal role of the diversity initiatives of the MPS.

Section 404 of the Greater London Authority Act 1999 requires the MPA to promote equality of opportunity for all persons, irrespective of race, sex, disability, age, sexual orientation or religion.

- To eliminate unlawful discrimination; and
- To promote good relations between persons of different groups, religions, beliefs and sexual orientation.

These duties are specific to the MPA and do not currently apply to any other police authority in England and Wales and preceded the specific requirements of the General Duty of the Race Relations (Amendment) Act 2000.

There are other legal requirements that the Board has to also comply with, including the:

- Race Relations Act, 1976
- Sex Discrimination Act
- Disability Discrimination Act

Additionally, there is a range of employment duties and European directives that the Board will need to ensure that the MPA is implementing.

The Terms of Reference of the Board gives it a prime function to provide direction and guidance to other MPA Committees on the way in which they mainstream race and equal opportunities into their deliberations and activities. The Authority's own internal structures and processes is an area that requires further development and which the EODB will be making a priority in the coming year.

The remainder of this report documents the achievements of the Board in its first year, and highlights some of the challenges that the Board have yet to achieve.

Year One Achievements

In its first year the Board has progressed the following notable achievements:

Projects and initiatives

- Development and approval of an annual work programme with key targets and outputs
- Initiated the first scrutiny into the Metropolitan Police Service policy and practice on stop and search.
- Overlooked key aspects of the implementation of the MPA Race Equality Scheme including the establishment of an external reference group to give objective and independent consideration to the Authority's and the MPS progress on key aspects of its schemes.
- Contributed to and participated in the first GLA Group Best Value Review of Equalities resulting in the public 'signing up' to the recommendations arising from the 'Equalities for All' report which was launched in September 2002.
- launched the London Hate Crimes Forum, a forum that will bring together the key criminal justice, statutory, voluntary and community organisations to coordinate approaches and protocols for dealing with race hate crimes across London.
- Regularly monitored and reviewed the performance of the MPS on key policing policies and operations especially where these impacted on the key equality targets of the MPA
- Established processes for receiving regular reports and briefings on the work of the MPS Diversity Directorate, the Development and Organisational Implementation Team, Diversity Training Directorate and other directorates that have the lead responsibility for progressing equal opportunities and diversity matters in the MPS
- Progressed the independent evaluation of the MPS Community and Race Relations (CRR) Training in order to assess the effectiveness of the training and influence that it has had on the delivery of fair and equitable police services to London diverse communities.
- Successfully engaged with key organisations and communities to ensure that the decision-making and governance of the MPA's race, equal opportunities and diversity is influenced by their active involvement.

Influencing the MPS

- Successfully negotiated with the MPS to transfer a proportion of the overall MPS Diversity budget to enable the Authority to progress its legitimate work of over-viewing and scrutinising key aspects of the performance and practice of the police service.
- Influenced the development of the policy and framework for the implementation of Recommendation 61 in the borough in Hackney and has influenced the most senior level of the MPS to secure an agreement for the implementation of a second Borough to trial an Information Technology solution to the recording of 'police stops'.
- In collaboration with the MPA Human Resource Committee initiated the establishment of the Recruitment Task Force with membership from the MPS, GLA, CRE and other stakeholder organisations to look into ways in which the MPS recruitment of Black and Minority ethnic recruits can be improved in order that the MPS can achieve the Dismantling Barriers target set by the Home Office.
- Established regular meetings with the Deputy Commissioner and DCC4 to over view the strategic direction of the MPS diversity policy.

Partnerships and Stakeholders

- Appointed representatives of diverse organisations to become co-opted members of the Board so that its deliberations and decisions take account of the broad range of diversity matters that it has responsibility for directing and guiding.
- Worked collaboratively with the Commission for Racial Equality in progressing and influencing the implementation of key action points in the MPA Race Equality Scheme such as working with and through local race equality councils and other partners to develop performance measures for monitoring the local police implementation of the scheme at borough level.
- Established valuable working relationships with the GLA in developing and promoting equalities in the work undertaken together.
- Contributed to a range of conferences, seminars and working groups at national, London wide and local community levels in order to progress the MPA equal opportunities agenda to engender community trust and confidence of police services.

Internal influences

- Initiated and provided overview to the mainstreaming of equalities in all committee reports by the MPA and the MPS.

- Considered a wide range of committee reports including an excellent presentation on HIV and Aids in the MPS by Reverend Stephen Penrose and PC Andy Hewlett, community liaison officer, North Lambeth. This presentation reflects the diverse and challenging issues which this board will continue to address.

Challenges to be achieved in 2003/04

There are a number of important decisions and actions that the Board need to consider for the next phase of its work. Some of these will require increases in resources if they are to be progressed and achieved. These include:

- Progress against the year one actions published in the MPA race equality scheme.
- MPA Internal Equal Opportunities and Diversity Performance.
- The Development of a comprehensive Equal Opportunities and Diversity Strategy for the MPA.
- Achievement of Level 5 of the Local Government Equality Standard by 2005. In 2002.
- Scrutiny of the MPS Budget expenditure.
- Implementation of the recommendations arising from Scrutiny Panel on Stop and Search Recommendations.
- Stephen Lawrence Inquiry Report recommendations.
- Relationship with Home Office

MPA EQUALITY BEST VALUE SERVICE IMPROVEMENT PLAN 2003

Appendix 3

ACTION/MEASURE	KEY INDICATORS	CURRENT POSITION	DIRECTORATE/POLICY LEAD	TIMESCALE
<p>1. The GLA Group adopt a commonly shared vision in respect of equalities to ensure mainstreaming within the organisation. GLA Rec No 1,23,24,36</p>	<p>1. Development and adoption of Equalities policy and strategy, reflecting the GLA Group Equalities vision. Outlined in BV equalities report.</p> <p>2. Publication of joint MPA/MPS corporate equalities policy and statement in demonstration of responsibility under the Race Relations Amendment Act, equal opportunities legislation and European directives.</p> <p>3. Establishment of performance management systems, structures and processes to reflect and monitor the organisational commitment to equalities.</p> <p>4. Adherence to the GLA Budget Equalities process to ensure that equalities is integrated into MPA/MPS strategic budget setting process.</p> <p>5. Monitor and review all aspects of MPS equalities performance & policies + practices at policy + strategic level.</p>	<p><i>In progress. To be considered by EODB in October 2003.</i></p> <p><i>In progress</i></p> <p><i>No progress to date.</i></p> <p><i>Some progress under the RRA requirements and plans underway to progress to level 5 of the local Government level 5 award.</i></p> <p><i>Progress underway as above briefing for all staff, stakeholder etc to be fully detailed.</i></p> <p><i>Work in progress</i></p>	<p><i>SMT/CDO Julia Smith</i></p> <p><i>SMT/CDO Julia Smith SMT/Catherine Crawford</i></p> <p><i>SMT/communications Philip Powell SMT/Catherine Crawford/CDO/Julia Smith</i></p> <p><i>Philip Powell</i></p> <p><i>SMT/CDO/Julia Smith</i></p> <p><i>EODB/Julia Smith</i></p>	<p><i>Dec 03</i></p> <p><i>Dec 03</i></p> <p><i>Mar 04</i></p> <p><i>April 04</i></p> <p><i>Jan 04</i></p> <p><i>Oct 03</i></p> <p><i>Apr 04</i></p>
<p>2. The GLA adopt six high level equalities categories for service and employment purposes [Gender, race, sexuality, disability, age and faith] Group Recommendations GLA 2,14,15</p>	<p>2.1 Definitions and categories outlined in the review publications adopted and updated as further learning becomes apparent.</p> <p><i>Adoption of categories publicised internally & externally</i></p> <p>2.2 All major consultation and community engagement activities to reflect consideration of priority groups.</p> <p>2.3 MPA commitment and priorities to be publicised with key stakeholders partners.</p>	<p><i>work in progress</i></p> <p><i>work in progress</i></p> <p><i>No action to date</i></p> <p><i>To be progressed</i></p>	<p><i>CDO/Julia Smith</i></p> <p><i>CDO Tim Rees</i></p> <p><i>Communications Phillip Powell CDO Tim Rees</i></p> <p><i>Communications Phillip Powell CDO Tim Rees</i></p>	<p><i>Dec 03</i></p> <p><i>March 04</i></p> <p><i>March 04</i></p> <p><i>Dec 03</i></p>

<i>ACTION/MEASURE</i>	KEY INDICATORS	CURRENT POSITION	DIRECTORATE/POLICY LEAD	TIMESCALE
	<p>2.4 Annual funding allocation to community and police consultative groups to be assessed against performance in engaging the key priorities Groups.</p> <p>2.5 The performance of independent custody visiting panels be monitored against the priority groups.</p> <p>2.6 MPA Committee performance and work programmes to integrate performance of past qualities targets.</p> <p>2.7 Performance reports submitted to mayor's office and GLA ensure that all equalities targets are highlighted.</p> <p>2.8 Process for reviewing and updating equalities performance targets are regularly brought to the attention of the MPA EODB.</p> <p>2.9 Where appropriate and inline with the requirements of the RRA and level 5 equalities standards xxx reports are commissioned from the MPS on its function and services delivery in respect of the 6....</p>	<p><i>In progress</i></p> <p><i>Work in Progress</i></p> <p><i>No progress to date</i></p> <p><i>Work in progress</i></p> <p><i>On going progress</i></p> <p><i>No progress to date</i></p>	<p><i>CDO/Tim Rees</i></p> <p><i>CDO/Julia Smith/Ruth Tooley</i></p> <p><i>CDO Julia Smith</i></p> <p><i>Performance Review</i></p> <p><i>Performance Review</i></p> <p><i>Performance Review</i></p>	<p><i>March 04</i></p> <p><i>June 04</i></p> <p><i>Continuing and ongoing</i></p> <p><i>Dec 03</i></p> <p><i>Dec 03</i></p>
<p>3. The MPA review and identify the appropriate target groups for its own as well as have an overview of the MPS target groups for its service delivery</p>	<p><i>The services and functions of the GLA Group address the multiple levels of discrimination experienced by socially excluded groups.</i></p> <p><i>Services and functions will be responsive, flexible and accessible.</i></p> <p>3.1 Key target groups for the MPA services to be identified primarily through the MPA consultation and community engagement activities.</p> <p>3.2 equalities Impact assessment to be carried</p>	<p><i>Work in progress</i></p> <p><i>Work in progress</i></p>	<p><i>CDO Julia Smith</i></p> <p><i>CDO Julia Smith</i></p>	<p><i>September 2002 and ongoing</i></p> <p><i>Achieved 2002. To be reviewed annually</i></p>

ACTION/MEASURE	KEY INDICATORS	CURRENT POSITION	DIRECTORATE/POLICY LEAD	TIMESCALE
	<p>out to assess for adverse impact on key groups and communities for all MPA key decision making.</p> <p>3.3 Monitoring and review processes be put in place to secure equalities impact assessment reports from the MPS Directorates on key policy decisions and service delivery.</p> <p>3.4 6 monthly report to equal opportunities and diversity board on key services and equalities impact assessments conducted by MPA + MPS.</p>	<p>New proposal. No progress to date.</p> <p>Work in progress</p>	<p>CDO Julia Smith</p> <p>CDO Julia Smith</p>	<p>On going 6 monthly reports to EODB March 04 December 03</p>
<p>4. The MPA commit to achieving Level 5 of the Equalities Standard by 31 March 2005</p>	<p>4.1 The EODB confirms commitment to achieve this target.</p> <p>4.2 Clear objectives, timescales are put in place to work to achieve level 3 of the standard by summer 2004.</p> <p>4.3 All staff (MPA/MPS) briefed on requirements of the standard.</p> <p>4.4 Detailed and comprehensive independently assessed review be undertaken of all aspects of the MPA, performance and equalities policies, practices to identify the potential risks that could impede achievement of the level 5 standard by 2005.</p> <p>4.4 Progress all actions to achieve level 1 of the Equalities Standard (see 1,2)</p> <p>4.5 Progress all actions outlined in Equalities standards to develop supporting evidence to achieve level 2 of the standard on target setting action planning.</p>	<p>Completed</p> <p>Work in progress</p> <p>To be progressed</p> <p>Work acknowledged as a priority and work underway to confirm this.</p> <p>Work in progress</p> <p>Some progress underway in work being done on budget equalities submission</p>	<p>SMT/CDO Julia Smith</p> <p>CDO/ Julia Smith</p> <p>CDO/Karina Horsham Maynard SMT/CDO Catherine Crawford and Julia Smith</p> <p>CDO/Julia Smith/Karina Horsham Maynard CDO/Julia Smith/Karina Horsham Maynard Communications unit Jacqui Jones</p>	<p>July 2003</p> <p>September 2004</p> <p>December 2003</p> <p>October 2003</p> <p>Jan 2004</p> <p>June 2004</p> <p>December 2003</p>

ACTION/MEASURE	KEY INDICATORS	CURRENT POSITION	DIRECTORATE/POLICY LEAD	TIMESCALE
	<p>4.6 All staff and members briefed on progress and targets to be achieved.</p> <p>4.7 Development and review of communication strategy to keep staff and stakeholders informed of progress.</p> <p>4.8 Progress in all actions outlined in equalities standards to ensure achievement of level 3 on information systems and monitoring.</p> <p>4.9 Monitor and review of progress towards achieving level 5 standard by end 2005 and develop detailed action plan in EODB annual report 2004.</p> <p>4.10 Progress all actions and publish progress towards achieving level 5 of equalities standards</p> <p>4.11 The MPA 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 apparent of level 5 achievement</p> <p>Work with other organisations to lobby for change, with the Mayor’s involvement and support if necessary.</p> <p>4.12 MPA achieves a culture, which works towards the eradication of discrimination and positively promotes equalities.</p>	<p>On going work in progress</p> <p>Work under progress</p> <p>Work under progress</p> <p>Not progressed work to be commenced</p> <p>Work under progress</p> <p>Some progress made – Require SMT sign-up</p> <p>Dependant on GLA</p> <p>Internal EO Group established to progress this work area</p>	<p>IT manager Sudhen Swami. Performance Review</p> <p>SMT Catherine Crawford/Julia Smith</p> <p>CDO/Julia Smith</p> <p>CDO/Julia Smith</p> <p>CDO/Julia Smith</p> <p>CDO/Julia Smith</p> <p>CDO/Julia Smith SMT Catherine Crawford</p> <p>CDO/Julia Smith SMT Catherine Crawford</p> <p>CDO/Julia Smith SMT Catherine Crawford</p>	<p>Sept 04</p> <p>Dec 04</p> <p>Dec 05</p> <p>Sept 03</p> <p>Sept 2003</p>

<i>ACTION/MEASURE</i>	KEY INDICATORS	CURRENT POSITION	DIRECTORATE/POLICY LEAD	TIMESCALE
<p>5. The MPA Group adopt the social model of disability</p>	<p><i>The GLA Group proactively supports and promotes the civil rights of disabled people.</i></p> <p><i>5.1 Proactive support and promotion of civil rights of disabled people.</i></p> <p><i>5.2 Representation of disabled people on core MPA committees (EODB or Consultation) to inform and influence policy decision making.</i></p> <p><i>5.3 Review and Publish commitment on adoption of social model of disability in line with other MPS and GLA group.</i></p> <p><i>5.3 Assess all polices and functions for adverse impact as core requirement of L5 Equality Standard.</i></p> <p><i>5.4 Monitor and review its own progress on implementing the requirements of the DDA on basic requirement to achieving level 5 standard.</i></p> <p><i>5.6 Increase the number of disabled employees in the MPA (and MPS) in line with the GLA Employment targets.</i></p>	<p><i>Adopted by Authority</i></p> <p><i>Completed</i></p> <p><i>To be completed</i></p> <p><i>To be completed</i></p> <p><i>To be completed</i></p> <p><i>Some progress</i></p>	<p><i>CDO</i></p> <p><i>CDO Time Rees</i></p> <p><i>Communications Phillip Powel</i></p> <p><i>CDO/SMT</i></p> <p><i>CDO/HR/SMT</i></p> <p><i>HR Alan Johnson</i></p> <p><i>HR</i></p>	<p><i>December 2002</i></p> <p><i>2002</i></p> <p><i>July 2003</i></p> <p><i>Dec 03</i></p> <p><i>Mar 04</i></p> <p><i>2005</i></p>
<p>6. A London Standard for Equalities be developed and promoted</p>	<p><i>The London Standard will address the gaps and flaws in the CRE/Equality Standard.</i></p> <p><i>The Standard will be tailored to the needs of the GLA Group and the social demographics of London</i></p> <p><i>Leadership benchmark with equalities indicated produced and promoted by GLA Group</i></p>	<p><i>Awaiting GLA Actions</i></p> <p><i>Awaiting GLA Actions</i></p> <p><i>No progress by GLA HR network. Standard will be achieved as part of level 5 achievement</i></p>	<p><i>CDO/SMT</i></p> <p><i>CDO/SMT</i></p> <p><i>HR/Alan Johnson as part of GLA Group HR network</i></p> <p><i>MPA</i></p>	<p><i>April 2004</i></p> <p><i>Dec 2005</i></p>

ACTION/MEASURE	KEY INDICATORS	CURRENT POSITION	DIRECTORATE/POLICY LEAD	TIMESCALE
<p>7. The GLA Group adopt the definition of “Exemplary Employer”</p> <p>The MPA adopts and works towards being an ‘Exemplary Employer’ and implement the benchmark template to ensure continuous improvement demonstrated through a GLA Group HR network. (GLA 7,8,9,11)</p>	<p>All five organisations will be committed to developing policies, procedures and practices which are underpinned by the definition of an “Exemplary Employer”. This process will enable the group to realise its aspiration.</p>	<p>Completed</p>		<p>June 2002</p>
	<p>7.1 MPA adopts the GLA Group definition of an Exemplary Employer.</p>	<p>Completed</p>	<p>HR Alan Johnson/CDO/Julia Smith</p>	<p>2002</p>
	<p>7.2 MPA Implement positive action initiatives that will assist members from the 6 priority groups to be better represented at senior management levels in the MPA.</p>	<p>Principle agreed. Pilot to be implemented as part of GLA Group Action</p>	<p>HR Alan Johnson</p>	<p>Jan2004</p>
	<p>7.3 Review of suite of HR policies and procedures to ensure compliance and consistency with exemplary employer performance to contribute to level 2 equality standards.</p>	<p>Work in progress</p>	<p>HR Alan Johnson</p>	<p>May 2004</p>
	<p>7.4 Staffing targets for MPA and Met and specific targets set for the MPS to achieve the Home Office ‘Dismantling Barriers’ targets.</p>	<p>Work in progress</p>	<p>HR Alan Johnson</p>	<p>Sept 2005</p>
	<p>7.5 Pilot alternative recruitment processes to achieve and maintain staffing targets in line with recent census data and London’s population in MPA.</p>	<p>Work in progress</p>	<p>HR Alan Johnson/CDO/EODB</p>	<p>Sept 2004</p>
	<p>7.6 Equalities performance is monitored as an integral aspect of staff performance appraisal + the results published in annual EODB report.</p>	<p>No progress</p>	<p>HR Alan Johnson</p>	<p>2004/05</p>
	<p>Guidance and training to CPCGs, ICVPs and other groups and organisations allocated MPA funding to ensure that they are addressing the principles and practices of Authority as an exemplary employer.</p>	<p>No progress</p>	<p>SMT</p>	
		<p>No progress</p>	<p>CDO/HR</p>	

ACTION/MEASURE	KEY INDICATORS	CURRENT POSITION	DIRECTORATE/POLICY LEAD	TIMESCALE
<p>8. The MPA adopt a GLA Group Exit interview process and framework. (GLA rec No12)</p>	<p>8.1 Systems framework in place for all staff leaving the organisation</p> <p>8.2 Annual analysis of the trends/patterns in order to inform the development of professional/managerial performance and structures.</p> <p>8.3 Systemic framework in place for monitoring the MPS analysis of its exit interviews for staff at all levels in the organisation.</p>	<p>Work in progress</p> <p>To be developed</p> <p>Work in progress</p>	<p>HR Alan Johnson</p> <p>HR Alan Johnson</p> <p>HR /CDO</p>	
<p>9. The MPA as part of the GLA Group research, analyse, report and disseminate information on services in a coordinated way [internally/externally]. The information should be produced in accessible formats for key equality target groups. (GLA Rec No13,27)</p>	<p>Open, transparent information sharing to become part of the GLA Group culture.</p> <p>Annual budget equalities submission and GLA assessment report on information provided.</p> <p>GLA representation of MPA Equal opportunities + diversity board and other committees and working groups.</p> <p>MPA representation on numerous GLA group committees, working groups and involvement in strategic planning processes including Equalities Network</p> <p>The dissemination of key decisions and actions in accessible formats to key equality target groups.</p>	<p>In progress</p> <p>Work in progress</p> <p>Work in progress</p> <p>Work in progress</p> <p>Work in progress</p>	<p>Treasury Ken Hunt</p> <p>SMT Catherine Crawford to coordinate/monitor outcomes Julia Smith</p> <p>MPA secretariat CDO to coordinate. Monitor outcome Julia Smith</p> <p>CDO/Communications Philip Powell</p>	<p>December 2002</p> <p>October 03</p> <p>December 03</p> <p>December 04</p> <p>Ongoing</p>
<p>10. The MPA undertake a review of existing methods of community</p>	<p>10.1 Information regarding the needs of equality groups to be shared with other GLA Group</p>	<p>Completed</p>	<p>CDO/Tim Rees</p>	<p>September 2002</p>

ACTION/MEASURE	KEY INDICATORS	CURRENT POSITION	DIRECTORATE/POLICY LEAD	TIMESCALE
<p><i>liaison and make recommendations on how best to deliver a more joined up approach to community liaison including improvements in sharing information.</i> (GLA Gp rec No10)</p>	<p>organisations.</p> <p>10.2 Establish network for community liaison/link officers to share knowledge and best practice.</p> <p>10.3 Undertake independent review to establish level of support and information required to ensure that CPCGs are equalities compliant and enabled to assist the authority in achieving its equalities targets with community liaisons.</p> <p>Implementation of recommendation and learning from the GLA cracking crimes project in relation to CDRPs and their equalities performance.</p> <p>Annual monitoring and review of the service delivery performance of CPCGs to inform the MPA core service delivery performance.</p> <p>Undertaken RRA impact assessment of service provision and funding of CPCGs achievement to inform extent to which MPA is engaging with priority equality groups.</p>	<p>Completed. GLA consultation network in place</p> <p>Work in progress</p>	<p>CDO Tim Rees</p> <p>SMT/David Riddle</p> <p>Tim Rees/ Julia Smith</p>	<p>Sept 2003</p> <p>March 04</p> <p>Dec 03</p> <p>Apr 04</p> <p>Apr 04</p>
<p>11. 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 Group rec. No 17)</p>	<p>11.1 Staff [engaged in managing/conducting equality impact assessments] are briefed and equipped to carry out equality impact assessments effectively</p> <p>Guidance information and MPA specific proforma developed.</p> <p>Year one progress on RES published</p> <p>Internal monitoring process established to</p>	<p>In progress</p> <p>Completed</p> <p>Completed</p>	<p>CDO Julia Smith</p> <p>CDO Julia Smith</p>	<p>September 2003</p> <p>Jul 03</p> <p>Sep 03</p>

<i>ACTION/MEASURE</i>	KEY INDICATORS	CURRENT POSITION	DIRECTORATE/POLICY LEAD	TIMESCALE
	<p><i>ensure continuous progress</i></p> <p><i>Process established for ensuring all committees and MPA committee reports integrate equalities assessments.</i></p> <p><i>Progress key actions outlined in the scheme to assist achievement of level 5 equality award.</i></p>	<p><i>In progress</i></p> <p><i>In progress,</i></p> <p><i>On going</i></p>	<p><i>SMT /Catherine Crawford</i></p> <p><i>CDO Julia Smith</i></p> <p><i>CDO Julia Smith</i></p>	<p><i>Oct 03</i></p> <p><i>Nov 03</i></p> <p><i>Dec 04</i></p>
12. Establish a Complaints and compliments procedure	<p>Officers responsible for dealing with complaints are aware of equalities best practice.</p> <p>Review of MPA complaints guidance published in accessible formats and in different languages.</p> <p>People from the equality target groups are able to access the complaints procedures with ease.</p>	<p>Completed and ongoing review</p> <p>Completed and ongoing review</p> <p>In progress</p>	<p>Clams/ Simon Vile</p>	<p>September 2002</p> <p>December 2002</p>
13. The MPA contribute to the review and strengthen of the terms of reference for the GLA Group Consultation Network [CN] (GLA Rec No 20)	<p>The Consultation Network will have an overview of consultation exercises undertaken across the GLA Group – this will avoid duplication, ensure co ordination and sharing of information. The Network will also ensure that strategic development of consultation processes is properly informed by the perspectives of equality groups.</p>	<p>Members of CN</p> <p>No action to date.</p>	<p>CDO Tim Rees</p>	<p>September 2002</p>
14. The MPA contribute to and participate in the reconstituted Equalities Commission. (GLA Rec No20)	<p>Working with the Equalities Commission will ensure that strategic equalities developments across London are informed be a clear equalities perspective.</p> <p>The Commission can advise on policy development and play a key role in the</p>	<p>This is a GLA initiated action and they are leading in coordinating this.</p>	<p>CDO Julia Smith</p>	<p>March2004</p>

<i>ACTION/MEASURE</i>	KEY INDICATORS	CURRENT POSITION	DIRECTORATE/POLICY LEAD	TIMESCALE
	<p>monitoring and evaluation of equalities initiatives across the GLA Group.</p> <p>Guidance on the level 5 achievement and frame works and processes put in place by the GLA group to ensure consistency across London.</p>	Contributory and participant role	CDO/ Julia Smith EODB member when commission established.	
<p>15. The GLA Group use the Equalities Commission to:</p> <ul style="list-style-type: none"> • 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; (GLA rec No 21) • Advise on the performance of the GLA Group in respect of equalities issues. 	<p>The joint work of these two groups will ensure that work within the GLA Group is targeting the needs of equality groups across London. This will be enabled by the Equalities Commission as it is comprised of representatives from pan London equality target groups</p> <p>GLA Action</p> <p>GLA Action</p>	<p>No action to date. MPA Contributory role</p> <p>GLA Action</p> <p>GLA Action</p>	<p>CDO/ Julia Smith EODB Member when commission established</p> <p>TBD</p> <p>TBD</p>	<p>March 2004</p> <p>TBD</p> <p>TBD</p>
<p>16.. The “Equalities for All” Review recommends that the “Listening to Londoners” Review address some key issues</p>	<p>The findings and recommendations from both reviews will be properly fed in to the structures and performance management systems of each organisation.</p>	completed	CDO/EODB	March 2002
<p>17. The MPA Develops an Equalities use the communications strategy to ensure information flows through the different levels of each</p>	<p>17.1 Equalities Communication Strategy is published & publicised including indifferent language formats.</p>	Some progress made but need for focused target on 6 priority areas.	Communications/ Philip Powel	<p>December 2003</p> <p>Ongoing 2003</p>

<i>ACTION/MEASURE</i>	<i>KEY INDICATORS</i>	<i>CURRENT POSITION</i>	<i>DIRECTORATE/POLICY LEAD</i>	<i>TIMESCALE</i>
<i>organisation to all MPA members, staff, stakeholders organisations & partners and communities.</i>	<p>17.2 Managers and all staff are made fully. staff are properly briefed on the requirements of anti discriminatory legislation and relevant codes of practice.</p> <p>17.3 Established process for monitor of the MPS internal and external communication strategy, especially to the six points groups.</p>	<p>Some progress through reports to EODB. Need for more refined reporting.</p> <p>Work relatively well developed</p>	<p>CDO/Julia Smith</p> <p>CDO/Julia Smith/Tim Rees</p>	Feb 03 Ongoing
<i>18. The MPA develop, in partnership with the functional bodies, a set of equality indicators to complement the corporate health indicators currently monitored and reported on.</i>	18.1 The GLA Group will monitor and report against a comprehensive set of targets.	Under Development	Sally Palmer	#April 2004
<i>19. The MPA adapt the CRE's toolkit for auditing race equality to address the areas of race, gender and disability</i>	19.1 Adapt and reproduce GLA toolkit for auditing race, gender and disabilities, where this will assist with achievement of level 5 standards.	None to date	CDO Julia Smith	March 04
<i>20. A procurement officers network should be established</i>	<p>20.1 Procurement officers able to address equality matters in a meaningful way through the procurement procedures.</p> <p>20.2 Equalities contract procurement procedure developed and being implemented.</p> <p>20.3 Staff briefed and provided with information</p> <p>20.4 Development of procedure for monitoring MPS implementation of procedure established and considered by EODB at least twice per year.</p>	<p>Completed and in progress</p> <p>Completed and being reviewed</p> <p>Under development</p> <p>In progress</p>	<p>Treasury /Deputy Treasurer/ Ken Hunt</p> <p>Treasury /Deputy treasurer/ Ken Hunt</p> <p>Treasury /Deputy treasurer/ Ken Hunt</p> <p>Treasury /Deputy treasurer/ Ken Hunt</p>	To start in October 2002 - ongoing
<i>21. The Chief Executive of the MPA</i>	Visible commitment of GLA Group to delivery on equalities issues.	Incorporated into Recommendation 1		

<i>ACTION/MEASURE</i>	KEY INDICATORS	<i>CURRENT POSITION</i>	<i>DIRECTORATE/POLICY LEAD</i>	<i>TIMESCALE</i>
<i>to be responsible for implementation of Service Improvement Plan</i>				

Appendix 4. MPA Race Equalities and Diversity Composite report.

This can be accessed from the MPA Website.