

If you don't know
who you're dealing
with...

you don't know
what you're
dealing with...

you won't know
how to deal with it.

Understanding diversity
– essential to our work.

The Race and Diversity Strategy for the
Metropolitan Police Service 2006-2009

**TOGETHER TOGETHER
TOGETHER TOGETHER
TOGETHERE**



**METROPOLITAN
POLICE**

Working together for a safer London

Introduction

The Metropolitan Police Service is the largest police service in the UK and provides support, reassurance and protection to [the many diverse communities of London](#). In policing London, we aim to meet the needs of individuals and diverse communities, so that together we can make London safer. This Race and Diversity Strategy sets out how we plan to do this through the policing we deliver and the employment arrangements for our own people. To do these things effectively we must work to understand and be representative of London's diversity.

It will be important for us to know whether this Strategy is helping us to achieve our aim. The Strategy will drive a set of action plans which reflect the different policing environment of each borough and department, and which are tailored to local needs. Progress on each action plan will be managed locally, and local managers will be accountable for it.

Help and guidance in taking this important work forward will be available to the whole of the MPS from our Diversity and Citizen Focus Directorate, which will monitor where we are and where we need to be against objective public sector equality standards. We will be open about our progress and provide opportunities for people, both inside and outside the MPS, to engage, contribute, and shape how we work [together](#) for a safer London.

Why we need this strategy

Across the Metropolitan Police Service, at every level, people are working together with colleagues and partners to make London safer. This Strategy underlines the importance of diversity and equality in achieving that aim. It outlines how the MPS will

- Engage with the diverse individuals and communities of London in ways which recognise their different needs, to provide policing services which increase their trust and confidence in the MPS
- Operate as an employer of choice, recruiting, retaining and progressing people who reflect the diversity of London.

Increasing trust and confidence by responding to difference, is about much more than pure legal compliance. To make a real impact, it must be about how we improve our operational performance and the quality of service we deliver. It is also about recognising that how we treat our staff affects the way they deliver policing across London.

In particular, this strategy will assist the MPS by identifying the activities required in the areas of Equality, Race and Diversity, as it seeks to succeed in:

- Counter Terrorism, Protection and Security
(Protecting London)
- Safer Neighbourhoods
(Providing a more engaged local police service)

- Organised Criminal Networks
(Reducing the harm these networks cause)
- Capital City Policing
(Making London the safest capital city in the world)
- Citizen Focus
(Providing a service that responds to Londoners' needs)
- Together
(Working with common purposes and values)
- Information Quality
(Ensuring our intelligence and information is of the highest quality)

The MPS will be measured, judged and held to account on how successfully we deliver the strategy, openly and through a performance framework.

This document is also consistent with the Home Secretary's Key Priorities, 'Enabling People' the MPS' Human Resource (HR) Strategy 2005–2008, The National Policing Plan 2006–09 and the proposed National Confidence and Equality Strategy.

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

Why race and diversity is important

This document presents an overview of our Race and Diversity Strategy. It is not intended to set out in detail how things will be achieved. That will come in the action plan framework, built around an 'Equality Standard'¹ approach, planned for mid 2006.

It is essential that we have the fullest engagement of the community. Without this, the fight against crime and disorder, the safety of communities and our contribution to the criminal justice system is seriously undermined. In particular, we need the support of citizens, be they victims, witnesses, or potential police employees. We need individuals, families, communities and organisations working in long-term partnerships with us. Fundamentally, we need to harness the positive aspects of difference e.g. around culture, language and experience, to make policing more effective.

Policing involves the exercising of powers which impact on people's freedom and rights. We can only police effectively with public consent. We must recognise there is a fine line between effective policing and oppressive actions. We engage with people and win their confidence through the way we deal with them as individuals. If we do not win their trust and confidence, communities will disengage.

An indicator of this happening is communities harbouring a sense of distrust or apathy. Such signs of breakdown are relatively rare in the UK compared to some other countries, but we cannot afford to be complacent.

Similarly, we cannot allow criminal acts to cause individual communities to become the focus of hate. If we do, and communities cease to trust the police, the flow of information and intelligence is threatened. Indeed, our very role then comes into question. The results have far-reaching social implications in terms of poverty, intolerance, inequality and crime.

So, for policing to be effective, it requires all of those working in the MPS to make an effort to understand and value the differences that exist in society. We all need to see that increasing the level of trust and confidence in the police is part of our job.

People who understand Race and Diversity – and act upon it by living its principles so they become second nature – are more effective and more professional. They are far better equipped to perform a leadership or supervisory role. They are therefore far more likely to be successful.

¹ The Equality Standard for Local Government, a framework encompassing the six legal strands of diversity and built around five levels. This approach is in widespread use across the public sector, the MPS is committed to achieving the highest level and using the framework to evidence its improved performance in all its functional areas.

Equality of Opportunity

We have stressed how getting Race and Diversity right will enhance policing and improve society. However, it is also about being fair to our own staff. This aspect of Race and Diversity is often referred to as 'Equality of Opportunity'. We, like every other employer, are governed by legislation designed to address discrimination and unjustifiable disproportionality in the workplace. Our business and operational practices must satisfy all aspects of this legislation. Our intention is to become an 'employer of choice', where we attract, retain and progress people, irrespective of their background, in an environment where they can realise their full potential.

Which groups does Race and Diversity refer to?

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

- Age
- Disability
- Gender
- Race
- Religion and belief
- Sexual Orientation

We will do so in a way that views all areas as equally important, but takes account of any current emphasis or primary focus. As an organisation, we are committed, in the longer term, to going beyond the six legally governed strands to include others – poverty and homelessness for example.

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

There is an increasing amount of prescriptive activity connected with each of these strands. Currently, for a number of reasons, this results in an enhanced profile for the 'Race' strand. These include:

- Our requirement to produce information about race equality under section 95 Criminal Justice Act 1991
- The Home Office's policing performance measures
- The contents of our competency framework, which is nationally driven
- Her Majesty's Inspectorate of Constabulary's assessment processes
- Our commitment to the Association of Chief Police Officers' (ACPO) 'Race Equality Programme for the Police Service'
- The contents of our Race Equality Action Plan, the production of which is required by the Race Relations (Amendment) Act 2000.

This Strategy will ensure any additional requirements for Race are met.

It is envisaged that new legislation will lead, in time, to similar requirements in respect of the other strands. However, we cannot yet claim that race equality has been achieved. We have therefore indicated our determination to achieve race equality by retaining 'Race' in the Strategy's title. The legislation relating to race is arguably the clearest and strongest of all equality laws. We will extend the provisions of the laws on race to all other equality strands and meet any new statutory obligations. This is demonstrated by the fact that, when we assess and consult on the likely impact of our policies on different racial groups, we also establish the impact upon the other strands.

General equalities activity

The following activities embrace all of the diversity strands. They will be owned corporately and locally to achieve the greatest results. The performance of the MPS, at both these levels, will be made public for scrutiny by all Londoners. Where we succeed we will say so; where we do not, we will identify the causes and address them.

To ensure delivery of our vision in respect of all strands of diversity, the MPS will, within the life of this Strategy:

- Deliver our *Met Modernisation Programme*, which was informed by a comprehensive review of the service we provide. In September 2005, the Metropolitan Police Authority (MPA) agreed the draft MPS Corporate Strategy 2006–2009 and the Service Review proposals. In October 2005, MPS Management Board agreed that these two key foundation areas be co-ordinated, with relevant existing change programmes, as an overall organisational approach under the title ‘The Met Modernisation Programme’
- Demonstrate our commitment to achieving the highest levels of the Equality Standard for Local Government (which focus, across all six diversity strands, on Leadership, Consultation, Service Delivery and Employment)
- Ensure that in both employment practices and service delivery we accord with our published “Equality Policy”. This sets out corporate and individual responsibilities for eliminating discrimination and promoting equality of opportunity and good relations. In this way, we will develop a culture of fairness within which our workforce becomes more representative of the people who live in London and fully responsive to the needs of the people we serve.
- Devise an action-planning framework in respect of Race and Diversity, which includes both service delivery and employment matters
- Provide the resources and structure for effective learning and development opportunities, in particular, the national Police Race and Diversity Learning and Development Programme (PRDLDP),² and the launch of the MPS Leadership Academy
- Fairly and ethically procure services and resources
- Integrate our information systems to highlight possible inequalities and maximise the use of community intelligence

² Driven by the Home Office’s ‘Race and Diversity: A Strategy for Improving Performance, 2004–2009’, which states that dealing competently with Race and Diversity must become, and remain, a part of every police force’s core business. Competence at the individual level will be assessed using National Occupational Standards (NOS).

- Introduce a code of conduct or ethics for all our people driven, at the national level, by the introduction of a new Code of Professional Standards, suitable for both police officers and staff. This will be in place by April 2006 together with new disciplinary procedures by the end of 2006
- Consistently, across the whole organisation, deliver the concept of the 'Together Approach.' Living these values will ensure that we:
 - Have pride in delivering quality policing – there is no greater priority
 - Build trust by listening and responding
 - Respect and support each other – work as a team
 - Learn from experience and find ways to be even better

“Together is about making the Metropolitan Police Service an organisation where all individuals, regardless of the role they play or their personal background, feel valued as part of the collective team – ‘One-Team’. Together will work to build an organisation where all staff feel well treated, respected and invested in so that they feel able and supported in achieving their full potential. We will seize opportunities to learn and have passion and pride in delivering a quality service, enhancing our ability to prevent and reduce crime and disorder and bring offenders to justice. Enabling leadership and improving communications will be key to achieving these outcomes”

(MPS Corporate Strategy 2006–2009)

- Consistently, across the whole organisation, deliver the concept of Citizen Focused Policing³ including the achievement of national Quality of Service Commitment Standards⁴

“Citizen Focused Policing is about putting what you want from our police service at the heart of what the Metropolitan Police Service does. We want to improve our understanding of your needs. To do this we need to engage and communicate with all of London’s communities. By listening to your feedback we will improve our services and shape the way we do things so you feel that we are delivering the police service you want and need”

(MPS Corporate Strategy 2006–2009)

- Produce, by December 2006, an ‘Equalities’ Scheme in respect of all six diversity strands; encompassing existing relevant recommendations of activity (e.g. The Stephen Lawrence and Morris Inquiries) as well as any new legislation
- Embed through all our functions, processes and decision-making, the ethos of the Race Relations (Amendment) Act 2000, the Disability Discrimination Act 2005, the Greater London Authority Act 1999 and other legislation covering diversity. (These place upon each of us a positive duty to promote the rights, opportunities, well-being and safety of every individual, as well as good relations between different groups)
- Clarify and strengthen our Race and Diversity governance arrangements
- Assess our policies, proposals and procedures for their impact on each of the diversity strands
- Effectively engage and consult with; external partners, relevant agencies and all staff associations, in respect of driving the equalities agenda

³ Our adoption of Citizen Focused Policing accords with the Citizen Focus Policing Programme set out in the National Policing Plan 2006-9.

⁴ Standards to be issued by the Home Office for the police service as a whole.

Specific equalities activity

To ensure each strands' requirements are met, the MPS will:

Age Equality

- Fulfil the requirements of the duties set out in forthcoming age related legislation
- Deliver what our proposed Single Equalities Scheme Action Plan contains in relation to Age issues
- Ensure the needs of all age groups, e.g. young and older people, in relation to delivering our policing service, are met

Equality on Disability

- Fulfil the requirements of the general and specific duties set out in the Disability Discrimination Act 2005
- Deliver what our proposed Single Equalities Scheme Action Plan contains in relation to Disability
- Integrate the Social Model of Disability⁵

Gender Equality

- Fulfil the requirements of any general and specific duties set out in the Equality Act 2006

- Deliver what our proposed Single Equalities Scheme Action Plan contains in relation to Gender issues

Race Equality

- Fulfil the requirements of the general and specific duties set out in the Race Relations (Amendment) Act 2000
- Deliver all that is contained in our current (2005) Race Equality Action Plan
- Deliver what our proposed Single Equalities Scheme Action Plan contains in relation to Race
- Continue to place emphasis, but not hierarchy, on this aspect of diversity
- Fully complete ACPO's Race Equality Programme

Equality in relation to Religion and Belief

- Ensure we, as an organisation, comply with relevant legislation
- Deliver what our proposed Single Equalities Scheme Action Plan contains in relation to Faith and Belief

Equality in relation to Sexual Orientation

- Ensure we, as an organisation, comply with relevant legislation
- Deliver what our proposed Single Equalities Scheme Action Plan contains in relation to Sexual Orientation issues

⁵ Disabled people have developed this model. It explains that people are disabled more by the barriers that society has in place than their impairments. These barriers are; **Physical** – such as the built environment or lack of equipment that assists disabled people. **Attitudinal** – such as the negative perception of disability e.g. through stereotyping and stigma. **Organisational** – e.g. the policies and procedures that discriminate or work against disabled people.

Making it happen

Central to the success of this Strategy will be locally formulated action plans. These will:

- Be devised locally to further develop a sense of ownership.
- Require specific and individual activities relative to the role and function of the individual and unit concerned
- Be built around the Equality Standard for Local Government
- Incorporate activity in respect of both employment and service delivery

A separate, corporate action plan will drive all strategic activity. An accountability framework will provide direction and set out individual responsibilities.

The performance of the MPS is also scrutinised through a number of frameworks and statutory indicators.⁶ These include the Policing Performance Assessment Framework (PPAF). The PPAF aims to reflect all policing activity, not just fighting crime, and includes measures which specifically focus on diversity issues, such as the level of satisfaction of victims of racist incidents. The MPS aims to improve its performance against these measures year on year throughout the life of this strategy.

⁶ The internal issues are included in our Equalities Development Action Plans (EDAP), a key element of our Equality Policy and Human Resources Strategy. EDAP plans will be incorporated into the Race and Diversity Strategy Action Plans to form one single plan.

Another statutory objective for the MPS is to meet the Home Secretary's targets for recruitment, progression and retention of minority staff. Other performance frameworks include the annual objectives set by the MPA, (e.g. the target of a 22% sanction detection rate for homophobic crime) and Her Majesty's Inspectorate of Constabulary's Baseline Assessment process (e.g. judgements about the effectiveness of senior officer leadership in relation to diversity issues). We aim, through the implementation of this Strategy, to improve our results in each of these areas. The action plans developed across the organisation will drive the activity necessary in respect of all these requirements.

In this way, we will identify areas for improvement and capture good practice across the MPS. We will publish these measurements, learn from others, and conduct external comparison. We might improve against our own targets but others might be doing better still; we will aim to be the best.

Conclusion

Increasing trust and confidence, by responding to difference, is about much more than pure legal compliance. To make a real impact it is about how we improve our operational performance and the quality of service we deliver. It is also about recognising that how we treat our staff affects the way they deliver policing.

The communities of London are constantly changing. With each change comes a new requirement. We need to be aware of these continual developments so that our service delivery meets each communities' needs. Failing to be aware, or being ignorant, of these changes will lead to people disengaging from policing and the criminal justice system. This will create a fragmented and fearful society who will seek alternatives.

The MPS aims to maintain and develop its position as a world leader in policing. All of our staff will be guided by the content of this Strategy and every one of them will be measured against the extent to which they are making an active contribution to achieving its aim.

Through this Strategy individual members of staff will become even more aware of the need to engage with and understand the different groups and communities of London. This is because it will ultimately make their job easier. Groups and communities that feel valued and understood are much more likely to positively engage with us. This will be demonstrated when the flow of Community Intelligence increases thereby making the investigation of crime more effective. Other examples will include situations where communities become involved in shaping their local police through 'Safer Neighbourhoods' – and it does not end there.

In partnership with the people of London we will use this Strategy to shape the way we deliver policing. The MPS will listen, we will learn, and will be open about what we do so that we deliver an effective police service, shaped in a way that meets the needs of individuals and communities across London. The aim of this Race and Diversity Strategy is to enable us all to deliver that service, together and with a real citizen focus.