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MPS Race Equality Scheme

2005-2008



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Foreword

Since the first Metropolitan Police Service Race Equality Scheme was published in May 2002, we have made real progress in promoting race equality both in terms of external service delivery and the internal management of staff. Policy managers and developers, in consultation with Londoners from many diverse communities, have assessed our policies for their impact on those communities. Our operational effectiveness has been positively acknowledged by, for example, the Morris Inquiry, which examined professional standards and employment matters within the Metropolitan Police Service. With nearly 46,000 staff, police numbers have risen to an all time high, as have the numbers and percentage of officers from Black and Minority Ethnic communities. Generally, sickness rates have reached an all time low. Support networks for our staff, numbering 15 staff support associations, have expanded to provide advice and support. Operation Trident is continuing to successfully tackle gun crime in partnership with black communities.

With our renewed vision of working in partnership with others to make London the safest major city in the world, this is a particularly relevant moment not so much to reflect on our successes, but more importantly to look to the future. Impact assessment in terms of race and diversity is being broadened

in its scope to include all our processes and activities. Disproportionality within our employment data is being robustly tackled via the many initiatives detailed within this scheme. Everyone's contribution is valued and we need to encourage all staff to work to their maximum potential. Reform and modernisation is underway across the organisation reflected, for example, by a full-scale review of the Service, our new flexible working policy and the reorganisation of the Diversity Directorate.

The promotion of race equality must be integral to all that we seek to achieve and make a difference to the public and our staff. A change in culture is the desired outcome, rather than mere compliance with legislation. The people of London will judge our success in delivering a safer city when race equality and positive race relations between those from different groups are recognised and admired around the world.

Equality is fundamental to building trust and confidence in policing; the promotion of equality is simply good policing.



Sir Ian Blair
Commissioner of the Metropolitan Police Service

Introduction

The Metropolitan Police Service (MPS) vision is for London to be the safest major city in the world, where all sections of the community have trust in, and support for, the MPS in tackling crime. The pursuit of race equality is a core value within this vision. Promoting equality and being seen to do so will greatly enhance our ability, working with the Metropolitan Police Authority (MPA), to meet the needs of all Londoners and winning their confidence in the way we operate.

Race Equality Scheme (RES)

The *Stephen Lawrence Inquiry Report* defined institutional racism as:

“The collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture or ethnic origin which can be seen or detected in processes; attitudes and behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and racist stereotyping which disadvantages minority ethnic people.”

The inquiry's findings lead to the Race Relations (Amendment) Act 2000 (RR(A)A). This amendment to the Race Relations Act 1976 placed a positive duty on all public authorities to promote race equality. The general and

specific duties of the Act indicate how public authorities can and must change to improve.

The RR(A)A requires public authorities, including the police service, to have due regard to the need to:

- Eliminate racial discrimination
- Promote equality of opportunity
- Promote good relations between persons of different racial groups

Meeting this general duty is the main objective under the Act and the purpose and proposed outcome of this scheme. It has had and will continue to have a significant impact on our organisation and its operation.

The Act also details specific duties, which require comprehensive arrangements within the scheme for meeting the general duty. The specific duties are not an end in themselves, but a means of ensuring better performance of the general duty. Promoting race equality is an integral and proactive function of the MPS, not a separate programme in its own right, which recognises that its benefits are for everyone. Fundamentally this document is a review of the RES. It is also a corporate strategy, a timetabled practical action plan and a commitment to, and description of, progress. By publishing such a scheme, we are accountable to Londoners for its transparent development and outcomes.

Values, Principles and Standards in Race Equality

The first recommendation of the *Stephen Lawrence Inquiry Report* was that a Ministerial Priority be established for all police services:

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

This recommendation has been incorporated into:

- *The National Policing Plan 2005-08* – “provide a citizen-focused police service which responds to the needs of communities and individuals, especially victims and witnesses, and inspires public confidence in the police, particularly among minority ethnic communities”
- *The MPS Policing and Performance Plan 2005-6* – public trust and confidence runs through all our priorities, but in particular:
 - To improve neighbourhood safety;
 - To improve the citizen experience in their contacts with the police
 - Using people effectively

Our guide for dealing with Critical Incidents, available through the MPS website, aims to win the confidence and trust of:

- Witnesses who provide the intelligence and evidence for successful prosecutions
- Local residents who provide observation posts and volunteer to stand on identification parades
- Juries who hear cases that are put before them
- Potential police recruits

- Individuals, families, communities and organisations in long-term partnership with the MPS to prevent Critical Incidents occurring

MPS Equality Policy

The Equality Policy, together with the Equality Development Action Plans (EDAPs), will progress the diversity agenda. Though the RR(A)A and the RES deal solely with race, we are committed to all areas of diversity as adopted by the Greater London Authority, namely race, age, faith, disability, sexual orientation and gender. Many of the principles and outcomes contained within this document relate equally to the other areas. It is accepted that diversity also includes, for example, issues of class, criminality, socio-economic factors and access to public services. Though most of the detail contained within this scheme deals with race, it is acknowledged that equality is very much concerned with real people rather than singular concepts. Therefore, some detail and examples cover other areas of diversity, but these should not be regarded as comprehensive.

The Equality Policy is a component of the organisation’s approach to equality and diversity. This contributes to meeting our statutory duty under the RR(A)A, other related legislation and our corporate vision. Directors and unit commanders must formally review how they deal with equality issues. The aim is to ensure that everyone within the MPS is involved, that ‘difference’ is valued and individuality respected. The policy includes a provision that individuals are assessed on equality issues in their annual Performance Development Reviews (PDRs).

Leadership

It is recognised that the key to the promotion of equality is leadership at all levels. The Commissioner and Deputy Commissioner demonstrate public commitment to race equality at conferences, press appearances and leadership seminars. The Commissioner holds frequent two-way seminars or 'Met-Get-Togethers' at which he gives his and the Service's clear commitment to diversity and working together.

The MPS has diversity 'champions' at the highest level with clear lines of command and accountability:

- The Deputy Commissioner is Chair of the Diversity Strategic Committee
- The Commander or Director of the Diversity Directorate, which leads on the RES, is Chair of the Diversity Strategy Co-ordination Forum
- The body responsible for scrutinising and driving forward the different aspects of the RR(A)A and RES is the multi-ranked and cross-departmental RR(A)A Steering Committee, chaired on behalf of the Commander of the Diversity Directorate
- Each policing borough has a senior member of staff in the role of 'Diversity Champion'
- The Diversity Strategy provides an accountability grid requiring leaders at all levels to contribute to and implement the diversity agenda. Part of this is directed primarily at (B)OCU Commander level, but also at all other leaders of corporate directorates, where they, their team and all the people they manage will foster an environment where Race and Diversity is at the heart of all activities. It must be emphasised that though (B)OCU

Commanders and directorate leaders have particular responsibility for performance, all our people have a part to play in its delivery. Management Board will be accountable for strategic level programmes.

- The authority levels and terms of reference for all the supervisory bodies which have oversight for race and diversity delivery are being reviewed. It is proposed to set up a Confidence and Equality Board and a Confidence and Equality Action Group, which will more actively and effectively monitor all aspects of diversity. This is to ensure that the ability to scrutinise other parts of the organisation is enhanced. For example, holding Territorial Policing and the Specialist Crime Directorate to account for their contribution to race equality.

Staff Support Associations

The MPS now has 15 staff support associations. Currently the associations are:

- Association of Muslim Police
- Association of Senior Women Officers
- Black Police Association
- British Association for Women in Policing
- Catholic Police Guild
- Christian Police Association
- Gay Police Association
- Jewish Police Association
- Metropolitan Police Hindu Association
- Metropolitan Police Sikh Association
- Metropolitan Police Turkish and Turkish Cypriot Association

- MPS Chinese and South East Asian Staff Association
- MPS Disabled Staff Association
- MPS Greek Staff Association
- Police Anglo-Italian Staff Association

Their overall aim is to improve the quality of service to the people of London and to acknowledge and support the contribution made by our diverse workforce. Each of the staff support associations is committed to:

- Supporting the policing objectives of the MPS
- Contributing to the MPS's understanding of the policing needs of particular communities
- Providing support and social networks
- Developing the MPS appreciation of the needs of staff from diverse and minority backgrounds
- Aiding recruitment, retention and staff satisfaction
- Working with other support associations, the police staff associations, trade unions and the MPS to improve both staff and community relations

A network is in place whereby they liaise separately but also jointly within an umbrella group with senior officers, up to and including the Commissioner. They provide support for staff, in addition to that of the statutory staff associations. This latter group includes:

- Police Federation
- Superintendents' Association
- MET-TUS, which speaks on behalf of the four trade unions:

- Amicus (formerly Amalgamated Engineering and Electrical Union (AEEU))
- Association of First Division Civil Servants (FDA)
- Prospect (formerly Institution of Professionals, Managers and Specialists (IPMS))
- Public and Commercial Services Union (PCS)

Their input into various aspects of race and diversity equality is greatly valued particularly, but not exclusively, within employment matters. The associations are provided with time, resources and office accommodation. Their contribution is fundamental to enhancing good relations between different racial groups.

Diversity Directorate

The Diversity Directorate enables the MPS to be progressive and pro-active in the area of race equality and equalities in general, so that they do not exist as separate topics, but are included within everything the organisation does. The Diversity Directorate leads, monitors, influences and drives diversity throughout the MPS and, in particular, concentrates on the contribution that individual members of staff make. It will publish a new annually reviewed Diversity Strategy, the leadership of which will ensure that the MPS RES links in with local front-line policing, action plans and functional delivery. Delivering the 'Together' approach, citizen-focused policing and the Service Review will also take race equality and diversity forward.

For a description of the Diversity Directorate's aims, its new structure, who it consults with and

how it will monitor the delivery of the RES, see Appendix 1.

Independent Advisors

The Diversity Directorate engages directly with over 350 Independent Advisors, many of whom are members of local advisory groups. These are members of the community, not police personnel, who operate as independent observers giving strategic critical comment or advice. In this way they assist the MPS in making more informed decisions about incidents, investigations, strategies or plans and their possible outcomes. Their advice is independent of police and carries no responsibility or liability for the outcome and equally, police are not obliged to follow the advice given. Currently, the advisors are arranged centrally within the following groups:

- Disability Advisory Group
- Gypsy and Traveller Advisory Group
- Independent Advisory Group (IAG) – also known as the Race and Diversity Advisory Group which includes asylum seekers
- Lesbian Gay Bisexual Transgender Advisory Group
- Met Youth Advisory Group
- Safeguarding Children Advisory Group
- Sapphire (sexual offences) Advisory Group
- Trident Advisory Group
- Stop and Search Advisory Group

Additionally, Local IAGs are also arranged through Borough Operational Command Units (BOCUs).

Local Delivery

The ongoing reorganisation of the Diversity Directorate, which started in January 2005, places more emphasis on service delivery at a local level. The directorate will supply dedicated teams to assist boroughs in the examination of internal and external disproportionality, together with the delivery of a raft of interventions, products, services and measures to tackle it.

This links in with our Safer Neighbourhoods approach, which identifies local priorities through consultation and delivers reassurance to Londoners in every borough. The promotion of good race relations between different groups is enhanced by this style of policing whereby teams of officers are dedicated to specific areas, to tackle the quality-of-life crimes and issues that affect the day-to-day lives of the public in each neighbourhood. These teams are excused from other duties. Furthermore, a fundamental review of the Service is underway, its aim to deliver citizen-focus policing by supporting front line service delivery in response to the needs of Londoners. The employment of Police Community Support Officers from a broad community base adds to our capability to police London.

Central to the success of our new Diversity Strategy will be action plans devised by each directorate and (B)OCU. These will require specific and individual activities relative to the role and function of the unit concerned. In this way Territorial Policing, Specialist Crime Directorate and the Anti-Terrorist Branch, for example, as well as all the other outward-facing departments and units will have their own commitment to delivering race equality. A separate corporate action plan will drive all

strategic activity. The action planning process will be linked to the National Intelligence Model (NIM). This will allow for a consistent approach across the whole organisation and make use of existing structures and service-wide terminology.

These action plans will be monitored locally to engender a sense of ownership. They will also be analysed centrally to provide a consistent corporate picture of activity across the MPS. The progress of these plans will be linked to data from service-wide measurements to identify areas for improvement and successes. Our control strategies, which are NIM products, will measure performance across diversity. An accountability framework will focus on the contribution made by all individuals within the MPS with a particular focus on those with specific roles and responsibilities. Consultation is a mandatory aspect, as exemplified by the Diversity Steering Groups within the policing boroughs of Hackney and Westminster.

Many boroughs have Volunteer Police Cadet Units, which are open to anyone between 14 and 19 years of age. They engage in sporting activities, competitions and appropriate policing activities and aim to reflect the diversity of Londoners. By way of example, 85% of Westminster Police Cadet Unit members are from Black and Minority Ethnic (BME) groups. On a local level, together with the Safer Schools Partnerships where officers are based in 115 individual schools, they are an important means of promoting positive race relations between those from different groups.

Similarly, the deployment of 900 Family Liaison Officers to families affected by traumatic events is a means of enhancing this positive promotion within the investigative function.

An example of local race relations being positively enhanced: 20 young people from diverse communities were involved in the making of the anti-robbery video "No Credits". This was a joint initiative between Lambeth Police and Brixton Area Crime Forum, made by and for youngsters for use by schools and Youth Offending Teams.

Metropolitan Police Authority

The MPA oversees the MPS and consists of 23 members: 12 drawn from the Greater London Assembly plus seven independent members and four magistrate members. A key partnership in working together is the relationship between the MPS and MPA.

The Authority's functions include making sure that London's police service is efficient and effective in managing its budget. The Authority sets and monitors annual priorities and targets for the MPS. Additionally, it seeks to ensure that the delivery of policing services continuously improves.

The race, equal opportunity and diversity governance responsibilities of the MPA, as a policymaker, opinion leader, contractor of goods and services, service planner and provider and as an employer, are integral to the performance of the Authority and ultimately of the MPS.

The role of the Equal Opportunities and Diversity Board, through the work of the MPA Race and Diversity Unit, is to scrutinise and hold the MPS accountable for its equalities and diversity performance, as well as to focus on the MPA's own internal policies and performance. The MPA has its own separate RES, but is also responsible for monitoring the MPS scheme. Additionally, Her Majesty's Inspectorate of Constabulary (HMIC) statutorily examine all forces' RES progress.

Race-Related Inquiries

The race equality agenda has been given further significant impetus by the following reports:

- The Morris Inquiry Report *The Case for Change* an examination of professional standards and employment matters within the MPS, and also national issues and wider issues of leadership and management
- The Commission for Racial Equality's *General Formal Investigation into the Police Service*
- The Home Office *National Strategy for Improving Police Performance in Race and Diversity*
- The Independent Police Complaints Commission report *Making the New Police Complaints System Work Better*
- The Taylor Report on police conduct and discipline matters

These reports are available from the organisations detailed in Appendix 5.

Terminology

The MPS position on terminology is that we should avoid broad generic categorisations, and deal with people according to their specific needs.

Accordingly the MPS, in line with the Home office, uses the term "Black and Minority Ethnic" (BME) when describing such groups or communities.

Specific Duties

How the MPS meets the specific duties is key to this RES. Under section 71(1) of the Race Relations Act and the Race Relations Act 1976 (Statutory Duties) Order 2001, the MPS must

- Publish a Race Equality Scheme which in turn must identify:
 - Those functions and policies, or proposed policies, which are assessed as relevant to the general duty
 - Arrangements for:
 - Assessing and consulting on the likely impact of proposed policies on the promotion of race equality
 - Monitoring policies for adverse impact on the promotion of race equality
 - Publishing the results of such assessments, consultation and monitoring
 - Ensuring public access to information and services
 - Training in connection with the duties under the Act

A review of the assessment of functions and policies takes place every three years. In addition, specific employment duties are described within the RES.

RES Development and Consultation

The first MPS RES was published in May 2002 and republished in September 2004. A three-year review of the assessment of functions and policies provides the impetus for this new 2005-2008 RES. The scheme will be reviewed annually in order to keep the implementation of the accompanying action plans up-to-date and relevant. The previous actions have, in the main, been completed; some require further activity, for example training and broadening impact assessments into other areas. These have been incorporated into this scheme's action plan. In addition to the described arrangements within this scheme, the action plan is a main driver behind future activity

Internal and external partners have been involved in the RES consultation process, including individual components, thus facilitating open scrutiny into the action we are taking and the issues we require our staff to concentrate upon. The Diversity Strategy Co-ordination Forum and the RR(A)A Steering Committee have overseen the development of the work.

Members of the community, including those from the IAGs and Race Equality Councils, have been consulted on the development of the RES to date. Furthermore, the scheme was circulated in draft form to interested departments, staff

support and staff associations and community representatives. As part of the consultation process, we provide feedback to those taking part. Our external consultation partners have included:

- Black Londoners Forum
- Operation Black Vote
- Action Group for Irish Youth
- The Refugee Council
- Race Equality Office, Trade Unions Congress
- National Ethnic Minorities Policy & Development Officer, Age Concern
- Director of Board of Deputies of British Jews/Community Security Trust
- Forum against Islamophobia and Racism
- Ealing Refugee Forum
- Haringey Peace Alliance
- Colebrook Social, Cultural & Welfare Association
- London PCCG Forum
- Lesbian and Gay Coalition Against Racism
- London Assembly Against Racism
- Muslim Council of Great Britain
- The Islamic Cultural Centre
- Muslim Safety Forum
- 1990 Trust
- Islamic Human Rights Commission

Annual conferences and workshops are to be held jointly with the MPA to continue this process. In addition, ongoing consultation is undertaken within the separate component parts of the scheme, for example within the impact assessment process.

On a national level, work has been undertaken to share best practice and driving forward race equality nationally within the Association of Chief Police Officers (ACPO) Race Equality Action Team. This is comprised of:

- Police officers and staff
- Association of Police Authorities
- Central Police Training and Development Authority (Centrex)
- Home Office
- HMIC

Membership of Prohibited Organisations

In July 2004, ACPO formally adopted a national policy of prohibiting police officers and staff from being members of, for example, the British National Party. Under this policy, no member of the police service, whether police officer or police staff, may be a member of an organisation whose constitution, aims, objectives or pronouncements contradict the general duty to promote race equality. This applies to all police forces in England and Wales and will result in dismissal for transgressors.

Identifying Relevant Functions and Policies

The MPS recognises that each of its functions are relevant to the general duty. The delivery of each function is achieved through the organisation's policies and procedures. The MPS makes use of the CRE definition of 'policy'.

The elimination of discrimination and promotion of equal opportunities and good race relations are built, not only into policy, but also into all operational policing plans, strategic planning and business risk assessments. Moreover, work to design a single corporate impact assessment model has been instigated. Its aim is to streamline existing methods of impact assessment to deliver a mainstreamed model, which can be broadly applied at tactical and strategic levels.

Policy Clearing House

As a direct response to the RR(A)A, the MPS created the Policy Clearing House (PCH) to oversee all policy development. Its remit is to:

- Provide the MPS with a consistent corporate policy-making process
- Ensure the quality of all MPS policy but with less bureaucracy
- Provide training for those involved in policy development
- Publish all corporate policy on the policy database

- Develop and maintain the corporate policy database
- Provide advice and support to policy developers and the strategic committees

The MPS has 16 strategic committees, which individually have lead responsibility and accountability for each function and policy. Each policy is allocated depending on the subject responsibilities of the individual committee. Each strategic committee owns, reviews and commissions new and existing policy within its remit and work programme. Policy developers, who are responsible for the review process, report to these committees. They are accountable for the creation and implementation of policy and by consulting with and involving other staff and community representatives, they help ensure race equality is mainstreamed. The strategic committees mirror the 16 key MPS functions as follows:

- Corporate Governance Strategic Committee
- Crime, Intelligence and Forensic Policy Forum
- Criminal Justice Strategic Committee
- Patrol and Response Strategic Committee
- Diversity Strategic Committee
- Drugs Strategic Committee
- Firearms Policy Forum
- Human Resources (HR) Board

- Information Management Steering Group
- Professional Standards Strategic Committee
- Public Order Strategic Committee
- Resources Board Strategic Committee
- Roads Policing Strategic Committee
- Security, Protection and Counter-Terrorism Forum
- Territorial Policing Crime Operations Strategic Committee
- Safer Neighbourhoods Strategic Committee

PCH audits all policy work and shares good practice. In this way policy developers benefit from having:

- Improved implementation ensuring that their policies are effective
- Established clear accountability and ownership for policies
- Confidence that policy development work is commissioned in accordance with corporate priorities and is adequately resourced
- Confidence that the policy development process is capable of scrutiny
- Confidence that policy is fair and lawful
- Policies that are current and fit for purpose

Prioritisation of Functions and Policies

PCH coordinates policy on behalf of all the steering committees, which in turn have supervisory responsibility over policy owners and developers for identifying, within our functions, which policies are relevant to the performance of the general duty. The MPS took the decision that all its functions and policies

were relevant to the general duty, but that some had a higher priority than others.

An initial identification was made against each MPS function and policy, including proposed policy, in order to ascertain relevance to the general duty. Therefore, all have been initially assessed and new and future policies will also be assessed, for relevance to the general duty and published according to a high, medium or low priority (Appendix 2). Each function is assessed as high priority by virtue of including at least one high priority policy within it.

This prioritisation process takes account of whether:

- Each part of the general duty applies – eliminating discrimination, promoting equality of opportunity and promoting good race relations
- There is some evidence that the function or policy is affecting some racial groups differently
- There is any public concern that the function or policy in question is causing discrimination
- There is any public concern that the policy is damaging good race relations

The 2,700 pre-existing policies, procedures and instructions have been amalgamated into 139 policies with their Standard Operating Procedures (SOPs). This prioritisation of policies has been recently reviewed; a further review will take place prior to May 2008. Policy managers have re-assessed the relevance to the general duty of each policy based on these criteria. A copy of the assessment criteria questionnaire, which also allows additional comments, is included at Appendix 3. Staff support associations, the Trade Unions, the Police

Federation and the Superintendents' Association, as well as external Independent Advisors, Race Equality Councils and the MPA were consulted in drawing up the relevant prioritised lists. In this way an audit trail provides the necessary reasoning for the policy prioritisation.

Those with a greater priority are subject to a more frequent review of monitoring. In addition, the MPA specifically examines some high profile policies, such as 'Stop and Search'.

As a separate process, PCH ensures that all policies and associated procedures are fully impact assessed. This is not the same process as the initial assessment for relevance to the general duty as described above, and is described under 'Assessing and Consulting'.

Box 1: Outline of the assessment process

In summary, there are three separate processes involved:

- 1 All functions and policies have been assessed for relevance to the general duty and are published according to a High, Medium or Low priority (Appendix 2);
- 2 All corporate policies have been fully impact assessed and the results published, with new and future policies being so assessed as they are developed; and
- 3 Ongoing monitoring, consultation and review will be determined by the priority description given to each policy.

Assessing and Consulting

The Process

The MPS assesses and consults on all existing policies and will continue to do so for proposed policies. Wide consultation informs the commencement, development and revision of the process. A comprehensive policy workbook and guide, itself reviewed through internal and external consultation, is employed to ensure that all assessment aspects are considered.

The completion of a workbook for each policy explains rationale and provides a necessary audit trail. A diagram showing the assessment process is shown at Figure 1 on page 18.

Use of Information

Once a policy and its main aims have been identified, it is assessed. This process, which is proportionate to the policy content and impact

Box 2: Example of information used in drafting Gypsy and Traveller Policy

- Six monthly site surveys published by the Office of the Deputy Prime Minister
- Metropolitan Police unauthorised encampment statistics
- Department of Environment, Transport & the Regions – *Managing Unauthorised Encampment – A Good Practice Guide*
- Office of the Deputy Prime Minister and Home Office Draft guidance on managing unauthorised encampment
- Office of the Deputy Prime Minister – *The Provision and Condition of Local Authority Gypsy/Traveller sites in England*
- Welsh Assembly Report into the Review of Service Provision for Gypsies and Travellers
- Kent Police policy file on residential trespass
- ACPO Public Order sub committee guidance document on the Criminal Justice and Public Order Act 1994 Collective Trespass or Nuisance on Land
- Dip sampling of crimes reported on the Crime Reporting and Information System with the Gypsy Traveller Flag
- Scanning of Internet and media reporting of Gypsy Traveller issues

on race equality, uses a wide variety of evidential sources, for example:

- Relevant historical data
- Relevant research, inspection/audit reports, consultations, survey findings, to include perceptions rather than just statistics
- Public enquiries and complaints
- Examination of similar service policies
- Examination of similar policies in other authorities
- Population data

Assessment Criteria

The CRE defines a *race equality impact assessment* as "a way of systematically and thoroughly assessing, and consulting on, the effects that a proposed policy is likely to have on people, depending on their racial group."

The race equality impact assessment is based around the following questions:

- Does the evidence collected indicate that the policy has a different impact on a particular racial group?
- Is the different impact an adverse (negative) one?
- Is there evidence that this policy is discriminatory or perceived to be discriminatory?
- Is the policy damaging to good race relations or failing to promote good race relations?
- If the policy adversely affects people from certain racial groups, can it be justified because of its overall objectives?

The assessment includes the impact within six strands of diversity, namely race, age, faith, disability, sexual orientation and gender, and also includes compliance with the Freedom of Information Act, the Data Protection Act, Health and Safety legislation, the Human Rights Act, and the MPS drive against bureaucracy. Correspondingly, consultation involves those from a wider spectrum of communities than merely different racial groups.

If assessing or consulting reveals an adverse effect on race equality, the policy will be re-examined and if not justifiable it is decommissioned, amended or an alternative policy produced. Policyholders, strategic committees and PCH all act as part of this thorough assurance process.

Why do we consult?

The MPS and MPA definition of Consultation is "providing effective ways for citizens, service users and stakeholders to understand and influence decisions and policies that affect them".

We are committed to consulting with Londoners on policing. We consult with a wide variety of people, organisations and communities by a number of methods on a pan-London and local level. The purpose, deadlines, monitoring and publication of consultation are all explained at the time. We consult in order to raise public confidence in our organisation and the services we provide, to increase public and employee participation and inclusion, and to deliver fair and effective policies with an open-mind to responses, no matter how challenging. Consultation is a genuine search for others' views, ideas and feedback.

The policy workbook provides an audit trail for our consultation. Reporting back to those with whom we have consulted is an important part of the process. For example, the Stop and Search Project Team replied individually to each contributor detailing the response to their comments concerning the Stop and Account Policy.

Consultation on the impact of policies at a local level is part of the process. The guidance given to policy developers includes an expectation that assessing will include: the views of those who carry out the policy as a practitioner and/or end user; and the different impact on different communities' concerns and experiences.

Policy developers consult internally and externally with stakeholders about specific policies and their potential impact on communities and relationships between communities. The views captured will shape the development of the policy and the resulting SOPs.

Internal Consultation

The policy developer consults with, for example:

- Staff, particularly those involved in front-line service delivery
- Statutory Staff Associations and Unions
- Staff support associations
- The Diversity Directorate
- Operational Command Unit (OCU) Commanders
- Business Groups

External Consultation

The views sought come from those likely to be affected by the policy or groups representing their interests. Particular efforts are made to consult with groups the organisation has so far found it difficult to engage with. Consultation methods adopted are appropriate to the individuals or bodies from whom views are sought and the policy concerned, for example consultation can be via one-to-one meetings, audiotape or Braille. Most examples given below refer to race, but a few examples from other areas of diversity are included:

- Existing consultation such as Crime and Disorder Audits; and Policing and Performance Plan consultation
- London-wide Race Hate crime forum
- Metropolitan Police Authority, who take a particular interest in specified high priority policies
- IAGs
- Commission for Racial Equality (CRE), the Equal Opportunities Commission (EOC), the Muslim Safety Forum and the Disability Rights Commission (DRC)
- Local Race Equality Councils (RECs)
- Local Community Police Consultative Groups
- Reference Groups e.g. Surveys and Consultation Meetings
- Pan-London BME groups e.g. Black Londoners' Forum
- Support agencies related to the policy issue – for example, The Samaritans, Alcoholics Anonymous, Drug Concern

Reviews

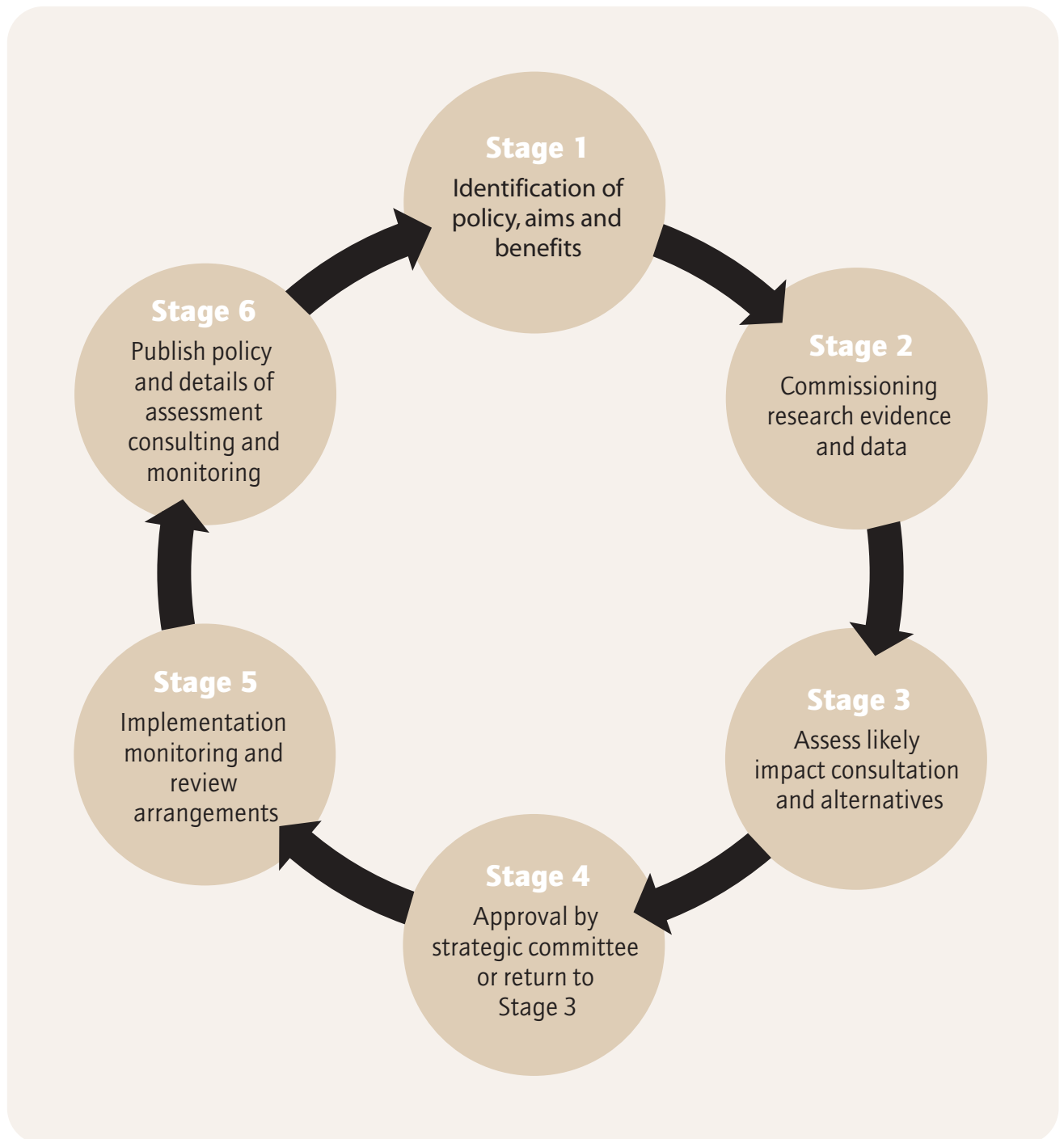
Once each policy has been assessed, a new review date is set within at least the next three years in order that it remains fit for purpose. A review can be brought forward if changes occur, a policy is not working as indicated through monitoring, or if subsequent decisions made under a policy require that policy to be re-assessed. Such concerns can be brought to policy managers by, for example, the Directorate of Legal Services, the Employment Tribunal Unit, the Directorate of Professional Standards (DPS) and the staff associations.

The review date for each policy is included within the strategic committees' programmes. An audit process is in place to record reasons for approval or otherwise for a change of review date. This serious decision requires the approval of the strategic committee or its chair and is not taken lightly. Interim reviews, as opposed to full reviews, will primarily focus on the monitoring arrangements put in place without necessarily requiring a complete revision via the workbook.

In order to ensure that policy developers are able to impact assess their policies robustly, a training programme is in place specifically for those requiring such knowledge under the RR(A)A. This is detailed under the Training Duty section.

Assessment Process

Figure 1



Monitoring Policies for Adverse Impact

Introduction

In order to identify the impact of a policy it is essential to have an effective, up-to-date and relevant monitoring system. This is an integral and published part of the ongoing process after a policy has been fully impact assessed.

Monitoring is our way of knowing whether a policy is effective and also for ensuring that it does not discriminate against any groups.

Policyholders and managers, in consultation with our internal and external partners, overseen by the strategic committees and PCH, conduct monitoring within the MPS.

Monitoring

Monitoring is a continual process of scrutinising and examining the actual impact of a policy. It should indicate whether or how well a policy is achieving its aims and can suggest opportunities for improvement. It examines disproportionality as defined by the *ACPO Guide to Self-Defined Ethnicity and Descriptive Monitoring* as "a difference in policing outcome between ethnic or other groups in respect of the application of a police power."

By monitoring, we test:

- Compliance
- Levels of satisfaction with the policy

- For inequalities, investigating and tackling the cause so that barriers are removed
- If particular racial groups are affected
- Service delivery – how effectively our services are provided to all communities according to their different needs

Adverse Impact

We are responsible for identifying and tackling unlawful discrimination and are committed to the accurate and comprehensive monitoring of the application of our powers and the provision of our services. Our monitoring processes must identify inequalities so that we can tackle the identified problems and issues.

Disproportionality will not be ignored, but analysed and appropriate action taken to eradicate it. As with assessing and consulting, if monitoring reveals an adverse effect on race equality, the policy is re-examined and if not justifiable it is decommissioned, amended or an alternative policy produced.

Ownership

Policy developers, under the strategic committee framework, have clear ownership of the monitoring process. The workbook clearly lays out the compulsory nature and value of monitoring for all policies within the whole impact assessment process; the need for

proportionality; suggested methods; an example; and details of who is responsible for the monitoring. The monitoring section of the workbook has to be approved by the strategic committee and published. Therefore open scrutiny provides an additional incentive to ensure that clear and effective monitoring is in place.

Future workbook revisions and training will place monitoring at the forefront of our practices. Best practice guidance advises that strategic committees' meetings include monitoring as a separate agenda item, thereby examining the relevance and results of any monitoring undertaken.

Quantitative and Qualitative Arrangements

Guidance is given to policy developers within the *Corporate Policy Guide* to consider the following quantitative and qualitative monitoring arrangements:

- Using existing monitoring and management information
- Examination by the policy developer – an annual process, to ensure that the policy is working, is the minimum level of monitoring
- Performance indicators – some policies, due to their high impact (e.g. stop and search), will justify the gathering of detailed monthly statistics
- Dip sampling
- Oversight by a project board or other committee
- Review by others, for example, our Internal Consultancy Group, the MPS Inspectorate or an academic researcher

- Consultations, formal or informal, with the communities or staff affected so that feedback includes the informal effects of a policy

The amount of time and effort spent monitoring a policy, and the publication of the results, must be proportionate to the impact of the policy. For 2005-8 the frequency of the monitoring of each policy and the consultation that that entails will depend on the order of priority that it has been given. Higher priority policies will be monitored, reviewed and consulted upon and the results of these published on a more frequent and thorough basis. Each published policy includes the frequency of monitoring and the publication of its results.

Monitoring Performance

The Diversity Strategy will include an overarching performance measurement framework. Components of this framework are the Corporate Diversity Performance Pack and EDAP. These will draw together information already available throughout the MPS, to be published every quarter. These will publish monitoring of service delivery and employment practice according to equalities categories at OCU and local borough level, where policing has its most direct contact with the public. The pack will generate informative briefing notes for local borough commanders and stimulate intrusive investigation of local activity so that issues are identified. In this way emerging areas of concern will be tackled early and good practice identified and shared.

The pack will assist our partners in that it will provide useful data within one document. Equality monitoring data will be extracted from other monitoring conducted by the MPS to

enable a tighter focus on diversity issues. The pack is flexible enough to meet developing needs as organisational and social requirements change in the future. Boroughs and the MPS as a whole will have issues readily identified for

action. Effective statistical analysis will be utilised via the Diversity Directorate's Performance, Development and Monitoring Unit.

Box 3: Example from monitoring the Gypsy and Traveller Policy

Monitoring – Incident Management Logs (IML) are signed off by a superintendent at the closure of any encampment and submitted to the Diversity Directorate for inclusion in a digest.

The use of flags on crime reports will be monitored; general monitoring of the levels of hate crime and community tension will also be carried out.

By whom – Identification of good practice and circulation of matters identified in IMLs are carried out by the Diversity Directorate.

Unauthorised encampment returns will be collated and analysed by the Diversity Directorate and the Strategic Intelligence Unit.

The use of flags is monitored at the point of entry by first line supervisors. Crime management unit staff carry out subsequent monitoring and supervision. Community safety unit inspectors ensure that the system is properly used through the monthly dip sampling of flagged reports. The Diversity Directorate on a monthly basis carries out dip sampling.

Monitoring general levels of hate crime against Gypsies and Travellers and levels of community tension is by borough Gypsy Traveller Liaison Officers, the Diversity Directorate and the Strategic Intelligence Unit.

The MPS Gypsy/Traveller Advisory Group carry out overall monitoring in relation to Gypsies and Travellers on an ongoing basis.

When

- IMLs – on completion.
- Unauthorised encampment returns – monthly
- Monitoring hate crime levels and community tensions – ongoing
- Dissemination of digest to Gypsy Traveller Liaison Officers – six monthly

Publishing Results of Assessments, Consultation and Monitoring

The MPS recognises that publishing the results of its assessments, consultation and monitoring greatly increases the Service's openness and accountability, while publicly demonstrating its commitment to the promotion of diversity.

Externally, under the MPS Freedom of Information Publication Scheme available on the Internet, we publish details of policies, and also the following parts of the policy workbooks:

- Assessment research (The outline of the research or data used to assess the impact of the policy and the summarised findings and resulting action)
- Consultation (The outline of how others were consulted, internally or externally, to assess the impact of the policy. This includes details of who was consulted, by what methods, the summarised responses and resulting action)
- Race equality impact assessment (This details who it affects, whether there is adverse impact, and whether the policy has to be changed)
- Monitoring (How the on-going effects of the policy will be monitored, including frequency and by whom, with the results published at least annually, depending on the priority of the policy)

Internally, the MPS publishes for its personnel full details of each policy and its corresponding

SOP, which explains how to deliver the aims of the policy statement. A Policy Database, maintained by PCH, contains the completed information. Copies of SOPs are available to the public on request, except where this would compromise operational effectiveness.

The publishing of results also takes place through other methods, for example, by post where requested, via the media and to interested external groups and individuals. The public are able to comment or provide feedback on our policies via contact details on the Publication Scheme website.

Publishing arrangements are designed to:

- Ensure accountability
- Increase public confidence
- Ensure openness
- Meet statutory requirement

Under the RR(A)A, arrangements for publishing have to be proportionate to the importance of the subject. For example, monitoring the impact of stop and search policy is of considerable public interest and is therefore published monthly. Many other policies may be of less relevance and interest. Each individual policy states how often its monitoring and consultation arrangements are published, but in any case this occurs at least annually.

Confidentiality is maintained by only publishing information where anonymity can be guaranteed. For example, the monitoring of our HIV policy does not include publishing data because this could lead to the identification of individuals. Further restrictions are in place to withhold information if its release would compromise the health and safety of staff, or investigations, proceedings and law enforcement generally.

Documents shown under our publication scheme are available in English. On request documents can be made available in large print versions or translated into other languages. Further publication issues are dealt with under *Public Access to Information and Services*.

Public Access to Information and Services

Delivering Race Equality

The ability for all to access our information and services is vital for promoting race equality. Compliance with the Freedom of Information Act through the MPS Publication Scheme ensures increased access to information. For this reason, policies have to be current, accurate and effective. Our impact assessment, consultation and monitoring arrangements take full account of accessibility issues. Census figures reveal that 29% of the capital's population are from BME communities. These are made up of 91 different nationalities, speaking over 300 languages, whose diverse needs we must meet. Increasing access to information and services promotes good race relations by openly showing our commitment to non-discrimination and equality of opportunity. In this way, harmful false perceptions can be directly addressed.

The public takes great interest in law and order issues and the media also pays significant attention to matters that involve policing and crime. We are proactive in seeking media coverage where appropriate and are reactive as necessary in providing clarity and promoting an understanding of MPS policies, actions and decisions. This is particularly pertinent to race and diversity issues. As part of our approach, the MPS has a dedicated Diversity Press Officer within the Directorate of Public Affairs.

Information Formats

In order to meet the many diverse needs of Londoners, a broad range of information is made available to the public through a number of different media. For example, in addition to policies, this information includes:

- Police powers and citizens' rights
- Performance reports
- Local bulletins
- Advice statements
- Consultation exercises
- Complaints procedures
- Recruitment details.

Information is given in full or in summarised form, such as by the use of posters. The strategy for the release of information considers such questions as:

- Medium or media to be used
- Additional languages, large print, Braille and audio versions
- Timing of release
- Publicity
- Internet access
- Legal considerations

Interpretation and Translation

Our Linguistic & Forensic Medical Services Branch maintains an official list of approved independent interpreters in 84 languages and dialects. They are not MPS employees, but work to their own Code of Ethics and can be called upon by any MPS staff as required. These include British Sign Language and lip reading interpreters. Non-official interpreters can also be called upon if the language concerned is not included within the official list. They can assist anyone, be they a victim, witness, detainee or member of the public. In this way objective and clear evidence can be obtained. Additionally, we have access to a national register held by the Institute of Linguistics. A full range of translating facilities exists for written and taped material. Where documents are only produced in English, we provide copies in other languages on request. This RES is one such example that can be translated if required.

The use of the external translation service 'Languageline' allows for prompt telephone contact with interpreters in many languages. In June 2004 an instantly available, telephone-

based translation service was launched for callers to the emergency 999 number. This allows a three-way live conversation between caller, interpreter and operator, accommodating 120 different languages. All such services are free to the public, 24 hours a day.

Where appropriate, our targeted campaigns are presented in various languages. For example, a police calendar relating to Ramadan, and posters displayed within Mosques encouraging the reporting of Islamophobic incidents. Operation 'Athena Sport' produces posters in the languages of visiting foreign teams and tackling racist chanting in football stadiums. Our Trident anti-guns campaign won the 'Best Use of Magazines in a Mixed Media Campaign' category at the Periodical Publishers Association Awards 2004.

Partnership

Policing is delivered 24 hours a day, 365 days a year, and many police buildings are constantly accessible to the public, with at least one site per BOCU providing access for people with disabilities. The use of other non-police

Box 4: Example from the Safer Homes Campaign

Anecdotal evidence from certain London boroughs with high Asian populations suggested that burglaries increased around the time of the Diwali festival: burglars were aware that some Asian families would often be out of the house during celebrations.

As part of the Safer Homes campaign of October/November 03, specific anti-burglary posters were designed in Hindi, Punjabi, Gujarati and English, containing the message 'Don't let burglars upset your Diwali'. Six sheet poster sites were purchased in Ealing, Harrow and Hounslow to advertise the message in advance of the Diwali festival, along with advertising space booked in publications such as Gujarat Samacher, Garvi Gujarat, Amar Deep, Des Pardes, Eastern Eye, Asian Times and India Weekly.

This was the first time the MPS had carried high street advertising in non-English languages.

buildings, as local centres for posters, and venues to report crime at third party reporting sites, can help overcome cultural or other barriers to attend police stations or speak directly to police staff. There are literally hundreds of third party reporting sites throughout London, for example, within race equality councils, libraries, medical centres, immigrant associations, Asian women's refuges, religious establishments and many diverse community associations. Crimes can also be reported by means of assisted reporting and self-reporting forms. By working with our partners in this way, we facilitate greater access to our information and services.

By consulting with community groups, independent advisors and other service users, we aim to ensure that our arrangements make us increasingly accessible to an ever-growing number of Londoners. With this monitoring, the MPS identifies, reviews and provides the services that are required to meet the expressed experiences and needs of communities.

Barriers do exist but consultation helps to break them down. Methods employed to increase access include outreach through promotional or recruitment stands at community events, conferences and workshops where difficult to reach groups, for example youth and Gypsy and Traveller communities are specifically invited. The formation of specific IAGs, such as those involving the Lesbian, Gay, Bisexual and Transgender communities; the Tamil community; and the Gypsy and Traveller Community, has also enabled barriers to be broken down.

Box 5: Case Study – Breaking down barriers

We strive to reach all communities so that they have the confidence to access our services, particularly where historically this has not always been the case. As an example of consultation and monitoring much effort has been put into liaising with the Gypsy and Traveller and asylum seeker communities. Focus groups have been held or are planned for Gypsies and Travellers; separately for women; and an internal group for police officers from such a background. Leaflets and audiotapes have been made specifically for these communities. A research project on barriers and attitudes between the communities and police is under consideration. A focus group has been held with representatives of asylum seekers where barriers of trust and confidence exist with the police. The MPS also participates in the London Asylum Seekers and Refugee Forum.

Training Duty

Training History

We train our staff for their roles as a result of identified needs arising from new legislation, policy, processes and service objectives. Where performance gaps or developmental needs are identified, training and development opportunities are prioritised and made available to all staff or targeted groups.

As part of our response to the Stephen Lawrence Inquiry Report, we delivered a mandatory two-day Community and Race Relations Training Course for all police officers and front line police staff, with a one-day course for non-front line staff. Involving police and external associate trainers, together with local community involvement. Over 39,000 police officers and police staff have so far attended.

However, while this training dealt with diversity, respecting difference and challenging discrimination and bullying, it was not specific to the general and specific duty requirements of the RR(A)A. Training has a role to play in enabling staff to understand the aims, opportunities and tasks required by the RES.

Performance Development

All police personnel have an annual PDR based on their role. This sets an individual role requirement based on national competencies and behaviours. The behavioral area *Respect for race and diversity* applies to all roles and seeks to eliminate discrimination, while promoting equality and good race relations. Individual learning and development needs are identified through the PDR process. In this way, the review directly addresses awareness of, and responsibilities for, RR(A)A issues and the training required for them.

Internal Communication of the RES

The requirements of the RR(A)A were stated within Police Notices, which is a media for passing on information to all staff, on 11 April 2001 and further expanded, via the same means, on 5 June 2002 with the official launch of our RES 2002-5. The scheme's availability on the Internet and MPS Intranet sites was publicised to all staff on 3 July 2002. All staff are required to take responsibility for, and ownership of, race equality.

With our RES Review of 2004, the requirements of the Act were again highlighted to all staff in July 2004, with a link contained on our Intranet and the Internet. The fully rewritten Scheme was published in September 2004 and further

publicised in October of that year. The Scheme has been distributed to key individuals, for example:

- Members of the Diversity Strategic Committee
- The Diversity Strategy Co-ordination Forum
- The Race Relations (Amendment) Act Steering Committee
- Staff associations
- Operational Command Unit commanders and other senior members of the Service

This new Scheme will be similarly circulated widely. Additional copies will be available on request.

Impact Assessment Specific Training

To date, PCH has delivered half-day training to over 360 policy developers, mainstreaming their knowledge and skills. This training is ongoing and includes the importance put on the three strands of the general duty to policy assessment and covers the following areas:

- The necessity for policy impact assessment on existing and proposed policies in order to progress race equality
- The general and specific duties
- How to impact assess a policy in order to meet the RR(A)A, and the other factors described in this Scheme
- Why, how and with whom to consult, together with how to make use of the information obtained through consultation
- The need for and mechanics of monitoring

- The reasons, timeliness, content and form of publishing for the above information

In addition, written impact assessment guidance was published in September 2003.

Arrangements for Further Training

On 24 November 2004, the Home Office published the *National Strategy For Improving Police Performance In Race And Diversity*. The race and diversity learning requirement element of the strategy applies to all ranks and roles, including:

- Strategic and operational leadership
- All operational roles
- All police staff roles
- HR
- Training
- Personnel
- Initial training
- The extended police family

The requirement also sets down clear guidance on the design, delivery, assessment and evaluation of diversity training and development. The Diversity Directorate's Learning and Development Branch has lead responsibility for MPS training in this area, including RR(A)A training as a pivotal element. We are using the national framework to develop a local Race and Diversity Learning and Development Strategy as a key component of the new MPS Diversity Strategy.

This Scheme, together with the associated action plan, describes our current training arrangements with targets and identifies those accountable for their delivery. Between June-

October 2004 our Training Standards Unit conducted a Performance Needs Analysis (PNA) across the organisation of both existing knowledge and performance gaps in awareness of discrimination; and promoting race equality and good race relations. This took the form of a 20-point structured interview questionnaire, itself the subject of internal consultation, aimed at internal staff and external stakeholders. Other organisations' training was also examined for best practice, for example, Kent Police.

The PNA identified options to provide key knowledge and understanding of RR(A)A duties and develop the more difficult but required skills, attitudes and behaviours needed to meet the general duty. To this end, new training objectives and supporting learning material addressing the general and specific duties have been developed. This work was co-ordinated by the Diversity Learning and Development Branch in consultation with the National Centre for Applied Learning Technology (NCALT). This is being delivered via mandatory e-learning modules specific to RR(A)A general and specific duties as a more cost effective alternative to classroom-based solutions.

It is acknowledged that there are limitations to E – learning, including the need to ensure the ready availability of computer access for all staff. E – learning is being evaluated as the programme progresses, including internal and external involvement, for example, via our Internal Consultancy Group and Independent Advisors. This is to identify, amend and deliver further training according to need through the PDR process. Evaluation seeks to review training delivery, whether issues are being addressed, which staff require further training and which training materials are most effective. Any further training requests or requirements will be

met via HR processes; this will facilitate further training for new and seconded staff.

Race and diversity in general and the RR(A)A in particular are mainstreamed in many courses, for example within:

- Recruit training
- Promotion courses
- Detective training
- Family liaison courses

Part of each course is used to explain to participants the reasons and benefits for such training, including issues of bullying, discrimination and equality. Existing and future training courses will be reviewed to ensure that the general duty is integrated within their contents, so that RR(A)A training is not seen as a separate entity. Integrating the objectives of the RR(A)A into every area of training remains the desired outcome. Attitudinal change is also a major aim.

Training must meet different needs and roles, ensuring that staff have the skills necessary to carry out their duty to promote race equality and do their job effectively. Therefore, more targeted training is required for those in relevant specialist roles that have an enhanced responsibility under the Act, for example, senior commanders, diversity managers, equalities co-ordinators, policy developers, inspection staff, project managers, procurement staff and those accountable for any of the specific duties. Specific courses will be delivered over the life of the scheme to include both existing and new staff.

Our diversity trainers are qualified trainers who have undergone further diversity training and

on-going diversity assessment as part of the internal assessment process. Care for trainers is provided via a Trainer Support Network, which includes the availability of a 24-hour helpline and monthly debriefing with an independent facilitator. This is to be expanded nationally and a national diversity trainers' conference is already in place.

Key Encounter Training

The MPS defines a Key Encounter as: "Those individual encounters where the way the police manage the interaction internally or externally (at individual, team and organisational levels), is likely to have an impact upon the trust and confidence of the wider community, especially minority groups and other under-represented groups."

As an example of our commitment to training, new officers within their first two weeks of service, receive a four-day input on diversity, including specific RR(A)A content. A linked strand of this activity is the development of Key Encounter Training, based on an element of the National Learning Requirement in placing Race and Diversity into the operational context of the individual.

The programme involves a facilitated discussion with community contributors representing three key groups: members of the African-Caribbean community; the Lesbian, Gay, Bisexual and Transgender communities; and the Asian community. This also includes a faith perspective. The purpose is to enable recruits to understand the concept and management of a Key Encounter, to identify the factors that make an encounter a success for all parties concerned, to hear about community contributors'

experiences and to identify how an encounter could have been conducted more effectively.

A similar programme of work is currently being piloted on the Designated Detention Officer (DDO) Training Programme. In a facilitated environment, DDOs meet members of the community that have previously been arrested. As with the recruit programme, DDOs consider what success would look and feel like for a member of the public, as well as for the DDO, in an arrest and detention situation. Proposals are also being developed to apply the Key Encounter programme to training on stop and search, initially piloting the programme in a number of BOCUs.

Employment Duty

Monitoring

There is a requirement under the Race Relations Act 1976 (Statutory Duties) Order 2001 to have in place arrangements for monitoring and publishing annually, the results of that monitoring, by reference to the racial groups to which they belong:

- The numbers of:
 - Staff in post
 - Applicants for employment, training and promotion
- The numbers of each such group who:
 - Receive training
 - Benefit or suffer detriment as a result of its performance assessment procedures
 - Are involved in grievance procedures
 - Are the subject of disciplinary procedures
 - Cease employment

It is also necessary as an important means of meeting the general duty to:

- Analyse the data in order to identify whether there are any patterns of inequality or barriers to promote equality of opportunity and good race relations
- Take action to change or introduce policies, procedures or practices in light of the above

This RES describes our arrangements for meeting this duty. All these arrangements involve the measuring of written data using the 16+1 self-classification of ethnicity as used in the 2001 Population Census (see Appendix 4). Issues of data protection, data security and freedom of information are also considered.

MetHR provides the organisation with an integrated computer based HR system that replaces a number of disparate legacy systems and manual based records. This allows improved access to information about the workforce, adding value to the way the MPS strategically uses its resources and its supporting business processes. The initial version of the system was finalised in September 2001, before the RR(A)A, and was rolled out between May 2002 and October 2003.

Promoting Race Equality

The data is analysed by the relevant units described below and used to inform current and future policies, processes and practical activities that will contribute to improved race equality. Internal and external consultation partners' examinations of the details and our responses are a valuable means of review. Monitoring and publishing provide a means by which we can see if our Equality Policy is working and thereby increasing the trust and confidence of our staff

and of the public, in addition to promoting good relationships between different groups.

Staff surveys are employed in order to discover how members of staff feel about policies and disproportionality, rather than solely relying upon statistics. To support this, directors and command unit commanders, together with their senior management teams, must produce an annual EDAP and an annual report on outcomes. This must be drawn up with reference to local policing and business plans, thus incorporating employment monitoring into broader performance management activity.

Our data evidences much that is positive, and shows a number of areas where significant progress has been made in recent years. Where monitoring data shows evidence of disproportionality or barriers to equality, various procedural, practical and positive action schemes described below have been, or are being, established in response.

Meeting the Specific Duty

Staff in post

Monitoring arrangements are in place and complete. Data is published in the monthly *Workforce Data Report*, which is included within the Freedom of Information Act Publication Scheme.

Various initiatives have been undertaken in order to tackle disproportionality. The following have a benefit for all staff:

- Carers' policy

- Flexible working policy – flexible working patterns are available throughout the MPS, with 7.8% of staff taking up this option (November 2003-4)
- Appointment of a dedicated childcare co-ordinator
- Faith or Quiet rooms, for example at Recruit Training School, New Scotland Yard and Limehouse Police Station
- Raised awareness among BME staff of specialist departments with applications particularly sought, on merit, from female and BME applicants
- Focus groups for BME staff

Applicants for Employment

Monitoring arrangements are complete in respect of both police officer and police staff recruitment. All police officers are recruited centrally via the National Recruitment Assessment Centre process and are entered onto the MetHR system for monitoring by the Recruitment Programmes, Planning and Information Office. Similarly, all applications for police staff recruitment are recorded on MetHR, enabling full monitoring. The recruitment call centre also logs all requests for application packs with full ethnic origin data, thus enabling monitoring of expressions of interest even where applications are not returned. When application packs are provided in bulk, for example at a recruitment fair, a registration of interest form, which includes ethnic origin, is completed for each pack.

The MPS has challenging targets for recruitment and retention of staff from under-represented racial groups. The target of 7% of police officers being from BME groups by end

March 2005 was achieved, with the target for end March 2006 being 7.7%. During 2004-05, 14% of new MPS police officers have been from BME groups, as were 22% of police staff.

The MPS is especially proud of the fact that 33% of Police Community Support Officers (PCSOs) are from BME groups. The high percentage does not reflect a two-tier policing system, but a fully integrated means of employing the PCSO resource as a recruitment pool for police officer vacancies. Figures for the first quarter of 2004/05 show that 48% of police officer applicants were from BME groups, compared to 42% for PCSOs and 47% of police staff applications.

The Positive Action Central Team (PACT), in liaison with local borough-based teams each having its own co-ordinator, has developed initiatives to encourage those from under-represented racial groups to consider a career within the MPS. We have a pool of over 400 PACT network volunteers who assist with all MPS recruitment. They participate in recruitment stands at community events and festivals, one-to-one mentoring or candidate support for interested individuals, assistance via local colleges in policing-related skills and a Relatives Campaign voicing support for others to join the MPS.

Targeted approaches have been made through:

- Universities with a high BME population
- Places of worship
- Religious festivals
- Shopping centres
- Fitness First Gyms
- Premier Christian Radio
- London Dragon Boat Festival
- Cyprus Wine Festival
- Chinese Society Ball
- Minority press
- 'Rights and Wrongs' campaign in the Jewish Chronicle
- Hair salons
- Asian Music Awards brochure
- 'Little Black Dress' campaign in Cosmopolitan and Company
- Asian Champions' Cup

As an example, other diversity areas have been targeted such as the Pride Festival in Hyde Park.

Within the education arena, the following activities are undertaken:

- Access courses introduced at colleges for further education
- Workshops arranged by PACT for applicants focussing on the National Recruitment Standards assessment centre and advice on the selection process
- Pre-employment courses developed by Jobcentre Plus for police staff posts, including PCSO vacancies
- Development of education plan by the Education Committee (EdComm) for inclusion within citizenship national curriculum item at schools
- Website providing an interesting and accessible source of information on the MPS, together with individual updates for those awaiting recruitment into the Service

Applicants for Training

Full monitoring of applicants for training takes place requiring, amongst other details, diversity categories, reasons for rejection and the name of the person authorising or rejecting the applicant. This is currently a paper-based monitoring system, but will be included within MetHR by September 2006.

Receiving Training

MetHR provides a facility for recording and monitoring all training, including all locally delivered training and development activity. Analysis is conducted by those units responsible for delivering training, and overseen by the Training Standards Unit within the Directorate of Training and Development; and the Diversity Learning and Development Branch's Management Information Unit.

Applicants for Promotion

Full monitoring arrangements are in place for police officer promotions and both central and local police staff selections. The data is monitored and analysed centrally by the HR Progression and Selection Department. All police officer promotion selections, apart from constable to sergeant and sergeant to inspector are run and monitored centrally as part of the process. Promotions from constable to sergeant and sergeant to inspector, are carried out locally, whilst adhering to a centrally prescribed process, which includes the reporting of ethnic origin details. Police promotion processes are based on the national Integrated Competency Framework.

Police staff selections can involve a promotion for individuals. These are run as job-specific selection processes and are open to everyone; that is, they are open to both staff at the same

level as the job in question and staff at other levels. Central promotion processes no longer operate for police staff.

Diversity Central Teams within the Diversity Directorate monitor retention and progression issues. Assisting officers and staff to realise their full potential is vital for tackling institutional discrimination. To this end, monitoring takes place according to rank, band and role. An important consideration in terms of community confidence is the visibility of BME leaders within the MPS.

The MPS encourages the retention, development and progression of its personnel through a series of schemes, tailored to meet different needs. These include:

- Schemes for new staff
- Those with high potential
- Female and ethnic minority detective training programme
- Personal development leadership programme
- Commissioner's leadership programme

Amongst others, under-represented racial groups have access to assistance and mentoring available through these schemes.

Performance Development Reviews

The MetHR system provides a facility for local users to record the completion of a PDR for each member of staff. Data also includes the measurement of ratings measured against each competency for every member of staff.

Corporate-level monitoring data is analysed by the Career Management Unit and the MetPeople Team within HR People Development.

Should a member of staff disagree with the ratings, comments or objectives contained within their PDR, there is an appeal process available. A more senior member of staff, titled 'the countersigning officer', will mediate, may require a rewrite and if necessary report to a higher manager. All parties are encouraged to seek advice and assistance from staff associations and HR. In this way, PDRs are designed to be a fair and accepted measure of performance and career development.

Local, quality assurance dip sampling of PDRs is conducted. In addition, local HR units are required to provide training, support and guidance to all managers. In order to enhance the efficiency of this process, PDRs are now required at an annual fixed point in the calendar; when every member of staff's appraisal will be entered onto the system. Within the Career Management Unit, business-related or developmental objectives can be analysed for achievement. In this way, the timeliness of PDR completion, the achievement of objectives and the ratings awarded can be monitored for disproportionate benefit or detriment accruing to staff from different groups.

Grievance Procedures

Grievance procedures within the MPS are now referred to as Fairness at Work (FAW) issues. All FAW cases are recorded centrally and monitored, with interventions where appropriate.

The Employment Tribunal Unit, now part of the HR Directorate, deals with the learning, development and dissemination of best practice from employment tribunals, including issues of disproportionality. In addition, HR Services is

currently working on a Code of Ethics, outlining acceptable standards of behaviour.

Monitoring reveals that statistically BME staff are more likely to originate FAW proceedings and to initiate employment tribunals. It should be remembered that the total number of staff involved in these issues is very small, and involves only a tiny proportion of the workforce (less than 1%), but nevertheless the issues are still investigated. This includes academic research studies, monitoring of individual cases and investigating trends. The Morris Inquiry, CRE Formal Investigation and Taylor Review have all reported on FAW, disciplinary procedures and related issues in considerable detail and work is currently underway to take the resulting recommendations forward.

Disciplinary Procedures

All complaints and discipline cases, including the ethnicity of all parties involved, are recorded and monitored with all new cases being placed on MetHR. The DPS deals with complaints and discipline in relation to police officers. The DPS Performance Analysis Unit is responsible for the analysis of disproportionality. Police staff, Special Constables and PCSOs are dealt with on a borough or unit basis. The Police Staff Discipline Unit within the HR Directorate undertakes monitoring and analysis of data relating to police staff discipline and inefficiency processes, and also the application of the police officer 'unsatisfactory performance' procedures.

There are two aspects to disciplinary procedures concerning race equality; staff who are accused of racist activities, and those from BME groups facing disproportionate disciplinary procedures. Discrimination, whether towards the public or

towards colleagues, is treated as a serious offence under both police officer and police staff discipline regimes. Particular emphasis to this is given during induction and initial training, demonstrated by some dismissals of new officers at the Recruit Training School. Tackling discriminatory words and behaviour is vital for promoting good relations between those from different groups.

Disproportionality has been identified in that BME police officers and staff are more likely to be subject to disciplinary, inefficiency and unsatisfactory performance procedures. An examination of the grounds on which discipline and inefficiency proceedings are brought against staff from different racial groups has been conducted. Furthermore, each ongoing suspension case is subject to monthly scrutiny by the Director HR to ensure cases are being progressed promptly and fairly.

In the past, a criticism of the MPS has been that supervisors lack confidence when dealing with equality issues and are more likely to invoke formal discipline procedures in some equalities cases where informal options and earlier resolutions could have been considered. Academic research is being devised in conjunction with Cambridge University's Department of Criminology to investigate the disproportionality, so that the inequality will be tackled. This work will be completed within 12-18 months.

Ceasing Employment

Exit interviews are conducted for everyone who leaves the organisation. HR Directorate analyses retention patterns across the MPS, including analysis of how data differs between BME and non-BME staff. Our retention strategy

has the overarching aim of sustaining and improving retention rates. To assist in achieving this, the Career Management and Retention Unit (CMRU):

- Leads on corporate retention initiatives and projects
- Publicises the various benefits and career development schemes to support staff
- Researches potential staff benefits and fresh initiatives to improve staff retention
- Provides a retention, intervention and mediation service to support local managers
- Manages the staff exit survey process to identify the reasons that cause staff to leave the MPS and to initiate remedial action, where appropriate

Similarly, studies are being conducted into why the retention rate from the Recruit Training School is not as high for newly recruited BME officers as it is for white recruits. This difference no longer occurs once officers have progressed from the school. As part of the support structure, every 5 weeks senior managers meet with all recruits, and make a particular effort to be accessible to BME recruits.

All recruits who resign are interviewed. A pilot external exit survey, which concluded in December 2004, obtained more in-depth information from leavers surrounding their decision to resign and was conducted by external consultants. Recommendations will be made by Leadership Research and Development Limited and the MPS Internal Consultancy Group. This will be used to design more effective retention and intervention strategies. A Welfare Information Guidance Unit was set up in April 2004. This unit is proactive in seeking out recruits as well as those referred to

them and developing working relationships with staff support associations. A BME support network has been established. Additional significant activities taking place include:

- Induction Programme, where we are building a four-stage induction programme for all new members of staff
- Management Training, where we are examining the training all managers receive in relation to retaining staff
- Property Zone, where we are assisting members of staff to find housing in London
- A project investigating the resignations of recruits where English may not be the first language, with the Student Support and Development Unit assisting such staff
- Intervention Guide, which is a guide to help managers assist staff who may be contemplating leaving the MPS
- Diversity Monitoring Data, which is where we closely monitor data to identify any adverse impact or trends that require further examination

Specific concerns or interests have been tackled at the Recruit Training School:

- Agreement to build a crèche facility
- Individual not communal showers
- Varying passing out parades to accommodate Muslim prayer times
- Halal food
- Pre-recruitment access course being held at Tower Hamlets
- Community involved in delivering lessons
- Hindus allowed to wear rakhis during Officer Safety Training

- 'Market Place' for staff associations to promote their activities to new officers, with a Student Options and Solutions Team assisting in developing working relationships with, and referring new officers to, staff associations
- Trainee police officers taking part in community-based 'Safer Streets' patrols in week 17 of their training
- Decentralised training being piloted, for example, at Camden

Arrangements to Publish

All of our employment duty data is collated, analysed and published. The publishing of such information, both internally and externally allows others to examine and comment on our performance in this area. Such openness is a necessary and welcome driver for change.

We publish this information on the MPS Publication Scheme through:

- The monthly HR Headline Scorecard
- The monthly Workforce Data Report
- The Employment Duty Annual Report each October

These include analysis and information about action that has been taken as a result of the issues raised. We will openly tackle inequalities and encourage internal and external partners, including the staff associations, to examine the data, the policies and the action taken.

To ensure confidentiality, data protection and security, together with the requirements of freedom of information, any published information is anonymous.

Procurement

One in five of London's small businesses are owned or managed by members of BME communities. We have a duty to promote race equality within our procurement function through individual contracts. Objectives for procurement have to include 'Best Value', a government initiative, and the quality of service provision. In addition, account has to be taken of other legislation and policies, together with the economic and social implications of procurement policies. Our Procurement Strategy and related operating procedures have all been through our impact assessment process. Monitoring of procurement takes place on a six monthly basis.

Objectives

The MPS Procurement Strategy states that the Procurement Services Department will aim to ensure its contract strategies, regulations, policy statements and processes:

- Promote open and fair competition, particularly in support of our suppliers from under-represented communities
- Ensure service delivery is accessible and responsive to the diversity of people living and working in or visiting London
- Encourage the provision of work, service and goods by businesses that promote equality and sound race relations

- Enable London to become the safest world city, through taking account of the social, economic and environmental impacts of tenders

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

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

Business Definitions

In terms of categorisation, diverse suppliers in the main are categorised as Small and Medium Enterprises (SMEs) and tend to be based in disadvantaged communities. A Small Enterprise is defined as employing between 0 – 49 employees with a turnover of not more than £5m; a Medium Enterprise as employing between 50 – 249 employees with a turnover of not more than £28m.

The MPS categorises diverse suppliers as those where a percentage (proposed as a target of 50% initially) of the supplier is owned or operated by minority groups, or any organisation that is recognised by a local authority as an SME.

This information is collected and entered into our business operating system to record the details of our suppliers in relation to diversity. This data can then be analysed and evaluated to determine our supplier composition.

Awarding Contracts

The Office of Government Commerce has reported on the part SMEs play in generating economic growth and has urged that public sector contracts be made more accessible to such enterprises. The MPS Procurement Strategy encourages SME's to bid for MPS contracts, and urges larger suppliers to subcontract to such firms.

As standard operating practice through the Invitation To Tender (ITT) process, all potential suppliers to the MPS are required to supply copies of their race and equal opportunities policies. The tendering process remains under constant review. Detailed race diversity and fairness-related questions are included in our commercial questionnaire so our RR(A)A responsibilities are made clear to all our potential and actual contractors. This includes how suppliers prevent discrimination, apply equal opportunities and promote good race relations. This also applies to their selection of sub-contractors.

External providers are not responsible for meeting the general duty. However, the MPS can positively influence suppliers towards meeting the duty through the setting of appropriate contract conditions. In this way the MPS can drive forward race equality within other organisations by ensuring they are aware of the requirements and the benefits it will bring them, their employees and the local communities within which they operate.

Procurement Activities

Holding 'ad hoc' meetings and participating in 'Meet the Buyer' events have ensured supplier communication has been achieved. These events are arranged by Business-to-Business Exhibitions and sponsored by Business Link for London (BLL), which is funded by the London Development Agency. At these events the tendering process is explained, along with the ways in which bids are evaluated and decisions are made. This has the direct benefit of helping SMEs and BMEs to ensure that they understand the procurement process and are capable of bidding for future MPS contracts.

During the last 12 months the MPS have let contracts for the following goods and services from which the supply base has been predominantly made up of SMEs:

- Specialist consultancies
- Physiotherapy services
- Chiropractic services
- Forensic Analysis of Electronic Devices
- Ad-hoc print requirements
- Ad-hoc stationery

Procurement Partnership Working

Procurement Services Department represents the MPS at the GLA Procurement Officers Network (GLAPON). This forum was established in 2002, following the recommendation of the Equalities for All Best Value Review to develop policies, procedures and practices to ensure that equalities considerations are fully integrated into all aspects of the procurement process. We therefore share best practice and work processes that have already been established within the existing GLA family. Additionally, we benefit from sharing suppliers within this group.

Partnership

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

The MPS therefore seeks to encourage its partners to adopt the same commitment to the general duty along the lines of the CRE's guidance 'Public Authorities and Partnerships'. By seeking to ensure that our partners mirror our work within the RES, we are complementing our efforts as described within the procurement function.

Examples of partnership working within race equality include:

- The Black and Minority Ethnic Crime Cracking Partnership Board. This seeks to develop BME involvement in crime prevention and reduction programmes and to identify the issues affecting BME and refugee young people in relation to crime.
- Local Community Cohesion groups, which provide a partnership approach to solving issues and promoting good relations between different groups. For example, prior to the Iraq War Waltham Forest Borough set up such a group to address potential local tensions arising from the international arena.
- Safer Neighbourhood teams, as described under 'Local Delivery' within the introduction to the scheme.
- The Race Hate Crime Forum, which coordinates the approach to reducing and preventing race hate crime, thereby increasing public confidence but also promoting race equality through the very nature of the work.

Race Equality Scheme Action Plan

Whilst the RES describes the MPS arrangements for meeting the general duty and details the progress that has been made, the associated action plan describes what further activity is planned to promote race equality. Lead responsibility and timescales are included to ensure accountability and impetus.

Activity – Employment Duty	Target dates	Lead
Recruitment		
1 Integrate employment market research within campaign management model for all corporate recruitment processes. Prior to the commencement of each campaign cycle, target communities within the London population to be identified; this in turn to determine the deployment of marketing team and positive action team resources. Outcomes to be reviewed following each campaign; formal quarterly review to be conducted.	Implemented process: 1 April 2005	HR Recruitment
2 Evaluation of responses to all corporate recruitment campaigns to identify gap between the proportions of respondents against the appropriate populations as a measure of the MPS' marketing success (i.e. are we getting our message across to the appropriate people). Outcomes to be reviewed following each campaign; formal quarterly review to be conducted.	Implemented process: 1 April 2005	HR Recruitment
3 Refine arrangements already in place for evaluation of all corporate recruitment processes, to identify groups shown statistically to be failing disproportionately.	1 April 2005	HR Recruitment
4 Develop concept of becoming an "employer of choice" by improving the brand image of the MPS to increase the quality of the people attracted across all roles, particularly graduates. (Research has shown that a notable disincentive for some BME groups to work within the MPS is the low status of the police profession; by developing the concept of the "employer of choice" we aim to address this perception and attract high calibre applicants)	Detail of activity and delivery dates to be advised.	HR Recruitment

Activity – Employment Duty	Target dates	Lead
<p>5 Develop concept of becoming an “employer of choice” by providing applicants and jobseekers with information on careers and opportunities in the MPS. (By providing an effective careers advisory service we will be able to improve accessibility to and communication with individuals from BME groups. As a result of the campaign management model, recruitment operations are focused on specific BME communities, and the advice function will be invaluable in gaining commitment and understanding from these groups).</p>	30 June 2005	HR Recruitment
<p>6 Provide support to local recruiters to ensure consistency in recruitment processes and methods. (As above, the campaign management model means that in practice this will focus on specific BME communities).</p>	30 June 2005	HR Recruitment
<p>7 Develop an online application facility to allow the MPS to compete with other quality employers and provide jobseekers with an alternative way of applying for jobs. (The contribution to race equality here is about becoming more accessible; the internet is becoming the main recruitment method across industries; by maximising the use of the internet and providing online facilities the MPS can reach a larger and more diverse market; research shows that particular BME communities prefer to use the internet for job search than more traditional methods).</p>	30 September 2005	HR Recruitment
<p>8 Implement the diversity excellence model within HR Recruitment.</p>	31 March 2006	HR Recruitment
<p>9 Integrate language ability, knowledge of communities and other life skills within the selection process. Outcome will be that those individuals recruited to public-facing roles will have qualities that improve their interaction within minority communities.</p>	31 March 2006	HR Recruitment

Activity – Employment Duty	Target dates	Lead
Promotion		
10 After each process, review Progression and Selection policy and processes to ensure there is no adverse impact on any particular group and that the policy supports the aim of improving the diversity of the workforce.	Commenced 31 March 2005	Career Management Unit – Head of Progression & Selection
11 After each process, review the impact of instructions and guidance provided for police promotion processes to ensure that, in practice, processes are fair, valid, reliable and cause no adverse impact on particular racial groups and that, in doing so, practice supports the aim of improving the diversity of the workforce.	Commenced 31 March 2005	Career Management Unit – Head of Progression & Selection
12 Implement improvements to the statistical analysis of MPS police officer promotion processes in order that any adverse impact, trends or issues of concern are identified and addressed.	1 January 2006	Career Management Unit – Head of Progression & Selection
Performance Development Reviews		
13 Put in place arrangements to ensure that management information on PDRs, including newly available additional data on appeals and development objectives set, is used to ensure that any adverse impact, trends or issues of concern are identified and addressed.	31 July 2005	Career Management Unit – Head of MetPeople
14 Enhance monitoring arrangements already in place by further improving the functionality of MetHR in relation to PDRs.	March 2006 (pending decisions on changes to PDR system)	MetHR

Activity – Employment Duty	Target dates	Lead
Leavers and Exit Interviews		
15 Ensure thorough monitoring arrangements are in place for those leaving the MPS at each stage, as well as a system for the Career Management Unit to contact appropriate departments and/or persons where any issues arise from the data.	30 September 2005	Head of Career Management Unit
Training and Development		
16 Further improve monitoring arrangements by implementing an IT-based system to monitor training applications, to replace the paper-based system currently in place.	30 September 2006	MetHR
17 Put in place arrangements to review ethnic monitoring data on training applications as a standing item at the quarterly meetings of the MPS Training Management Board (chaired by Director of HR) as part of the review of our training plan. Papers and minutes of Training Management Board are published through the MPS Publications Scheme.	First report June 2005	Director of Training and Development
18 Put in place arrangements to ensure that all Business Group training boards review data to identify any adverse impacts, that any adverse developments are rectified in a timely fashion, and that such action is recorded at Training Management Board.	30 June 2005	Director of Training and Development
19 Put in place arrangements to ensure compliance with corporate requirements on the recording of training data by training providers outside the Directorate of Training and Development. To include: A Dip sample of MetHR records to be undertaken by Directorate of Training and Development B Training Standards Unit training inspections C HR Evaluation Unit inspections C Head of HR Evaluation Unit	30 June 2005; quarterly thereafter	A. & B. Head of Training Standards Unit
20 Police Staff Intensive Development Programme: Ethnic monitoring arrangements are in place at all stages of the selection process for this programme. As yet, no disproportionality has been identified requiring positive action. Arrangements are in place to keep this under review as more data becomes available (at the time of writing there has been only one cohort to enter the programme).	In place and ongoing	Head of Career Management Unit

Activity – Employment Duty	Target dates	Lead
<p>21 High Potential Development Scheme: Full analysis takes place at each stage of the application process so there is no disproportionality in terms of those applying from the MPS and therefore no positive action is required. However, action through presentations has taken place and work will continue with the MPS Black Police Association and other staff associations. There appears to be disproportionality at Stage 3 of the selection process and the Home Office, which runs the selection process, is exploring this. The MPS will take action if Home Office research and recommendations indicate this would be appropriate.</p>	<p>To be reviewed every 4 months from end July 2005 onwards</p>	<p>Head of Career Management Unit</p>
<p>22 Career Pathways and Superintendents' Development: Delivery plans for this work have not yet been clarified, so it has not yet been possible to put monitoring arrangements in place. It is planned that monitoring will take place of the programmes and activities that will take place within the pathway.</p>	<p>Following clarification of plans, half-yearly reviews to be put in place.</p>	<p>Head of Career Management Unit</p>
<p>23 Put in place monitoring arrangements with respect to police staff development activity managed by HR Career Management Unit to ensure development is provided fairly and equally and no adverse impact takes place in selecting those who undergo development.</p>	<p>July 2005. Reviewed four monthly</p>	<p>Career Management Unit – Head of Police Staff Development</p>
<p>24 Put in place monitoring arrangements to ensure that staff receive the compulsory induction programme.</p>	<p>In place 31 March 2005 and ongoing</p>	<p>Head of Career Management Unit</p>

Activity – Employment Duty	Target dates	Lead
Grievance and Discipline		
<p>25 HR Services will review the procedures that are currently used to assess police staff discipline, inefficiency and FAW cases on a regular basis to ensure continued relevance and investigation of any potential disproportionality. Where disproportionality has been identified, arrangements for undertaking further analysis to identify any common themes will be strengthened. Processes will be put in place to bring any key findings to the attention of the appropriate unit within the MPS, in order to support organisational learning and change. Data to be published internally on the HR website and externally through the MPS Freedom of Information Publications Scheme.</p>	<p>Discipline & inefficiency: arrangements in place; ongoing review.</p> <p>FAW: arrangements in place 31 January 2005</p>	<p>Unsatisfactory Performance Procedure Adviser</p> <p>FAW Co-ordinator</p>
<p>26 Improve the recording of all police staff discipline cases on MetHR by reviewing the format for recording to streamline and improve efficiency, as appropriate. Put in place arrangements to ensure data recorded is quality audited on an ongoing basis. Continue to maintain the separate system that currently holds the complete discipline information until the MetHR data is accurate and complete.</p>	<p>31 July 2005</p>	<p>Unsatisfactory Performance Procedure Adviser</p>
<p>27 Incorporate recommendations from recent inquiries (Morris, Taylor, CRE) into an outcome-based action plan.</p>	<p>31 August 2005</p>	<p>Head of Directorate of Organisational Learning</p>
<p>28 Further guidelines to be published to ensure consistency of applied sanctions in discipline cases.</p>	<p>31 December 2005</p>	<p>Head of DPS Support</p>
<p>29 Cambridge University's Department of Criminology to investigate disproportionality within disciplinary procedures.</p>	<p>31 May 2006</p>	<p>Director DPS</p>

Activity – Procurement	Target dates	Lead
30 Improve e-processes in procurement through website guidance, opportunities and network building.	30 June 2005	Director Procurement Services
31 Review Invitation to Tender process to introduce some flexibility, taking into account the timing of cultural events, the drive against bureaucracy and the financial standing of suppliers.	30 June 2005	Director Procurement Services
32 Compile and issue Invitation to Tender questionnaires.	30 June 2005	Director Procurement Services
33 Questionnaire responses to be collated and monitored on database.	30 June 2005	Director Procurement Services
34 Undertake supplier consultation to broaden diverse supply base so expanding supplier database. Encourage sub-contracting, part-contracts and education of suppliers' opportunities.	31 December 2005	Director Procurement Services
35 Develop consultation policy: use of information and publicity service, greater use of minority media and languages.	31 December 2005	Director Procurement Services
36 Phase 2 report and update to Equal Opportunities and Diversity Board at MPA.	31 December 2005	Director Procurement Services
37 Compile (B)OCU Standard Operating Standards.	30 September 2005	Director Procurement Services
38 Education and training, both for procurement staff and borough staff in purposes of procurement strategy – opportunities, good race relations, competition and value.	31 December 2005	Director Procurement Services

Activity – Corporate Impact Assessment Model – to rationalise various approaches to impact assessment to more effectively meet business needs and legislative requirements	Target dates	Lead
39 Develop impact assessment model and consult internally and externally.	31 Dec 2005	Head of PCH
40 Develop training & guidance; pilot of model at corporate and (B)OCU levels.	31 Mar 2006	Head of PCH
41 Implementation of new model with media strategy	30 Apr 2006	Head of PCH
42 Monitor use and effectiveness of process.	31 Oct 2006	Head of PCH
Activity – Strengthen mechanisms for effective implementation, monitoring and reiew of corporate policy	Target dates	Lead
43 Further review and publication of prioritised list of functions and policies.	31 May 2008	Head of PCH
44 Amend training to give greater emphasis to policy implementation, monitoring and review.	31 Aug 2005	Head of PCH
45 Improve governance arrangements relating to production of implementation plans and monitoring systems.	31 Aug 2005	Head of PCH
46 Further develop robust monitoring and publication process for policy implementation as good practice for the remainder of the MPS.	30 June 2005	Superintendent Diversity Directorate
47 Further review of individual policies by employment of the policy workbook by policy managers in accordance with review dates.	All by 31 May 2008	Strategic committees
48 Deployment of an overarching performance framework in order to monitor the broad scope of policy-related data.	30 Sept 2005	Performance, Development and Monitoring Unit.

Activity – RR(A)A Training	Target dates	Lead
49 Commence implementation of E-Learning Programme on RR(A)A specific and general duties.	28 Feb 2006	Centre for Applied Learning Technologies; Diversity Training and Development
50 Produce monthly training completion reports.	Commencing 28 Feb 2006	Diversity Training and Development; Local Training Managers
51 Develop and undertake evaluation.	28 Feb 2006	Training Standards Unit
52 Further develop skills in identifying discrimination, potential discrimination and discriminatory outcomes for diversity managers, equalities co-ordinators, policy developers, inspection staff, project managers and any staff with responsibility for any of the specific duties.	31 December 2005	Diversity Training and Development; Training Standards Unit

Activity – Consultation/Marketing	Target dates	Lead
53 Provide a greater understanding to minority communities about the work of the Anti-Terrorist Branch. Provide a greater understanding to the media about how the reporting of incidents and the inappropriate use of language can cause offence within minority communities.	Ongoing	Specialist Operations Press Desk; Diversity Press Office
54 Build stronger links with London's BME media.	September 2005	Chief Press Officer
55 Consultation review of prioritisation of policies and functions.	Complete 31 March 2005 and ongoing	Head of PCH
56 Publication of RES e.g. via Internet and MPS Intranet.	31 May 2005	Directorate of Public Affairs
57 Publish Race and Diversity (Confidence and Equality) Strategy.	30 Nov 2005	DAC Diversity Directorate
58 All directorates and (B)OCUs to devise and publish action plans, together with a corporate accountability framework.	31 Jan 2006	All directorates and (B)OCUs
59 Review authority levels and terms of reference for all supervisory bodies within the MPS with oversight for race and diversity, so that effective scrutiny takes place and that all directorates are held to account for delivering race equality.	31 Dec 2005	DAC Diversity Directorate
60 Investigate the development of a Single Equalities Scheme, incorporating the six acknowledged diversity strands. Project Implementation Report to be submitted.	31 Oct 2005	DAC Diversity Directorate

Appendix 1 – The Diversity Directorate

The Diversity Directorate was set up to bring together under one command the work which was undertaken by the Racial and Violent Crime Task Force, The Lawrence Review Team and diversity areas dealt with by the Community Safety and Partnership Branch.

In April 2001, the MPS launched 'Protect and Respect II – Everybody Benefits' which directly led to the December 2001 launch of the MPS Diversity Strategy Action Plan. This became a template for developing individual Diversity Strategy Action Plans on boroughs. In this way, race equality standards, included within diversity, are implemented at the local level. A new Diversity Strategy will be published in July 2005.

The broad objectives of the Diversity Directorate are:

- Supporting local Senior Management Teams on boroughs in developing and implementing relevant and effective local approaches across the range of operational and organisational activity
- Developing increased confidence and capability among local managers to deal with diversity issues in the workplace
- To understand "diversity performance" at a local and strategic level
- To develop and maintain strategic relationships including IAGs and to establish the principles in operational practice at a local level
- To provide an ongoing corporate lead for community cohesion and reassurance, enabling co-ordination and deployment via Gold Groups;
- To identify and disseminate good practice
- To develop training and planning approaches around Key Encounter thinking
- To support on Critical Incident investigation and management
- To develop and maintain change agent networks
- To develop approaches to the development of transformational leadership
- To ensure that the RRA as amended, other legislation and the RES are embedded or mainstreamed into strategic and local activity
- To spread the understanding that diversity is an organising philosophy upon which operational success is based, rather than a tactical option which sits alongside all the other priorities competing for resources at the point of delivery
- To develop internal service delivery approaches across the six diversity strands

- To provide the corporate lead in the development and progress of the MPS Diversity Strategy
- To set and develop operating standards for family liaison
- To deliver and support appropriate diversity training throughout the organisation

From 2005 the new structure will reflect the changing priorities towards supporting OCUs in local delivery. The component parts of this are as follows:

Diversity Strategic Development Team

This team will analyse data from across the organisation to help us identify good practice, poor performance, pan-MPS issues, and support the tasking process for the Directorate. The team will also assist in monitoring performance against the Diversity Strategy and other corporate programmes such as this RES.

Diversity Central Teams

There are currently six teams (race; age; disability; gender; faith and belief; and lesbian, gay, bisexual and transgender). These teams will have responsibility for the corporate programmes relating to each strand, joining together internal issues and external service delivery by the Strategic Relationships Team and others. This will enable us to develop and own corporate programmes and at the same time continue to provide the tactical operational support provided through engagement with Advisory Groups and local forums on the ground.

Critical Incident and Family Liaison Teams

These teams will hold the organisational expertise around critical incident management. They will own the Critical Incident Manual, taking forward family liaison, identifying and disseminating good practice, and providing the 24-hour responsibility for providing advice to Gold Groups and Critical Incident Commanders.

Diversity Learning and Development Branch

This unit have already begun to develop the MPS response to the new Race and Diversity Learning and Development Programme published by the Home Office. It will have a key role in delivering aspects of that programme, which includes the RR(A)A, but will also provide support to the (B)OCU programme, including for example, by assisting the development of local PNAs.

Leadership Strand

This group will continue to run the Commissioner's Leadership Programme and support with local interventions. In addition, over the next few months we anticipate developing a whole new programme of strategic critical incident training into borough command teams which this team will have a key role in managing.

Dedicated Teams

These new teams will form the key to the Directorate's revised role. It is envisaged that eight teams of four people (1 police officer, 3 police staff) supported by the other resources of the Directorate, will work permanently on

boroughs and OCU's, building up relationships and providing support, advice and guidance to command teams and local staff in delivering strategies to increase trust and confidence within communities.

Consultation

The MPS activity within the RR(A)A is driven forward, monitored and closely scrutinised by consultation groups. At these meetings representatives from the affected departments are called to account for the work and progress within their remit:

- The Race Relations (Amendment) Act Steering Committee is a centrally based cross-departmental group, which includes staff associations, the MPA and representatives from pertinent departments.
- During the time of the RES 2002-5, the RES External Reference Group held departments and the two organisations (MPS and MPA) to account. This included both external bodies and individuals. Participants included Race Equality Councils, local councillors, Black Londoners' Forum, London Police and Community Chairs Forum, Refugee Council, IAG and Victim Support London. For the future, still in conjunction with the MPA, a workshop or conference style approach will be adopted to secure the necessary consultation.
- The RES Working Group is made up of those organisations within the Greater London Authority 'family' – MPS, MPA, Transport for London, London Development Agency and London and Fire Emergency Planning Authority. This enables the sharing of good practice and scrutiny of each other's schemes by those closely involved in their own race equality work.

Appendix 2 – Policy Relevance to the General Duty

PP = Proposed Policy

High Priority

Policy Title	Policy Summary
Case disposal	To ensure consistency in, and quality of, case disposal decisions and to enable each decision to be justified if it is challenged.
Catering services	Explains the full range of services provided by the Metropolitan Police Catering Services.
Critical incidents	Establish corporate guidelines in the way and in the manner that the MPS respond effectively to critical incidents.
Custody	Ensure a corporate approach within the custody environment. The policy is also designed to ensure detainees are treated according to their individual needs.
Defining the procurement process within the MPS	Outlines the procurement process within the MPS.
Domestic violence	Establishes clear guidelines and accountability for the investigation of domestic violence
Equality	Sets out the MPS stance on equality of opportunity for prospective, present and past members of the Service and for people such as agency staff and contractors.
Equality	Sets out the MPS stance on equality of opportunity for prospective, present and past members of the Service and for people such as agency staff and contractors.

Policy Title	Policy Summary
Fairness at work	Replaces the Grievance Procedure and is designed to encourage staff who are unhappy about the way they have been treated at work to raise the matter without fear of recrimination, and to explore ways to find an acceptable solution.
Family liaison	To give clear instructions regarding the selection, deployment and direction of Family Liaison Officers.
Gypsy and Traveller issues	Intended to improve the levels of trust and confidence felt by Gypsies and Travellers.
Harassment and stalking	Provides comprehensive guidance to all MPS personnel dealing with offences of harassment (including stalking).
Hate crime	Gives clear directions to members of the MPS into the investigation hate incidents.
Immigration	Provides balanced guidance on operational procedures to all officers involved in assisting or conducting immigration enquiries.
Investigation of rape and serious sexual assault (Project Sapphire)	Outlines MPS minimum standards for immediate response, recording, investigating and prosecuting allegations of rape and serious sexual assaults.
Management and execution of arrest warrants	Ensures that these warrants receive high status and priority and are dealt with efficiently and effectively.
Management of policy development	Sets out the management arrangements and describes the corporate framework for developing corporate policy in the MPS.
Mental disorder	Sets out the policy for providing a policing service to those affected by mental disorder.
Metropolitan Police use of firearms	Details the procedures, roles and responsibilities for the management of all firearms-related matters.

Policy Title	Policy Summary
Minimum standards for the primary investigation of crime	Sets minimum requirements and establishes a standard approach across the MPS to crime investigation and recording, with the aim of enhancing the quality of investigations and facilitating better supervision.
MPS policy on terrorism PP	Outlines the MPS approach to implementing the Government's counter-terrorism strategy.
Officer safety training	Frequent and structured Officer Safety training is vital in order to keep MPS staff informed of changes and to ensure their competence in the use of equipment and techniques.
Overarching Professional Standards policy	Explains the MPS stance with regard to professional standards, integrity and investigation.
Police promotion and Detective selection	Outlines processes for candidate application, quality assurances, final selection, feedback, and appeals in all police officer promotions (other than for ACPO ranks) and detective officer selections.
Police staff recruitment, and internal selection processes for police officers and police staff	Provides corporate standards for internal selection processes for police officers (except detective roles) and for the recruitment of police staff (excluding MSC and volunteers).
Policing possession of Cannabis as a class C drug	Details the guidelines for officers finding persons in possession of cannabis.
Policy on parking prohibitions, Section 48 Terrorism Act 2000	In order to investigate or prevent acts of terrorism, the MPS has been given the power under section 48-50 of the Terrorism Act 2000 to impose parking restrictions on vehicles.
Recruitment of regular police officers, Metropolitan Special Constables and transfers and rejoiners	Procedures to be followed when recruiting new members to the MPS and includes all ranks of regular police officers, MSC and transfers and rejoiners.
Repeat victimisation	Sets out the arrangements for the identification and reduction of repeat victimisation.

Policy Title	Policy Summary
Security vetting	Defines the purpose of vetting within the MPS, sets guidelines and ensures a consistent approach in line with the ACPO vetting policy for the police community.
Stop and account and searches prior to arrest	Outlines the principles that must be applied to all interactions carried out under 'Stop & Account' and 'Searches prior to arrest' powers.
Use of interpreters and translators by the MPS	Clarifies roles, responsibilities and procedures, to ensure that interpreters and translators are deployed safely, efficiently, appropriately and consistently and that, wherever possible, only approved interpreters and translators are used.
Use of overt filming	Provides direction on the use of overt filming and photography, which is a valuable tool to combat crime and gather intelligence and evidence in relation to street crime, anti-social behaviour and public order.
Victims Charter	Sets out 27 standards of service a victim of crime can expect from the various agencies in the criminal justice system, details the MPS response to each of the Charter standards.
Vulnerable adult abuse	Introduces an improved and enhanced procedure for the investigation of vulnerable adult abuse.
Youth justice	Introduces the revised MPS Youth Justice Policy Manual. This policy will continue to focus the work of the MPS, our partner agencies and stakeholders, to improve our response to offending behaviour from children and young people.
Youth justice	Introduces the revised MPS Youth Justice Policy Manual. This policy will continue to focus the work of the MPS, our partner agencies and stakeholders, to improve our response to offending behaviour from children and young people.

Medium Priority

Policy Title	Policy Summary
Backdated police promotions	Makes clear the status of officers, whose promotion has been delayed because they were under investigation as a result of a public complaint or internal misconduct allegation, in terms of whether their promotion should be backdated.
Discipline/misconduct, police staff	Draws together processes and procedures relating to misconduct and discipline in relation to police staff.
Dress Code	To inform individuals and line managers of expectations of dress.
Drugs education in schools	Seeks to ensure that MPS police officers deliver effective and consistent messages in delivering drugs education in schools.
HIV policy	Ensures that staff with HIV are not discriminated against.
Identification Parades – Authorisation procedure for	Provides guidance on the authorisation procedures for video identifications which are to be conducted in accordance with Code D in the Codes of Practice contained in the Police & Criminal Evidence Act (PACE) 1984.
MPS call grading and deployment PP	Improve the assessment of demand and increase accuracy of all call grading to ensure more efficient deployment of police resources to calls for assistance from the public.
Overseas travel	Consolidates previous policy and instruction in respect of overseas travel by police officers, police staff, and contractors, collectively known as 'MPS personnel', in the course of their work for the MPS.
Police drivers and vehicles	To both maintain and enhance driving standards and therefore reduce the number of collisions in which police vehicles are involved.
Police postings policy	Provides guidance to assist managers with the management of police postings, to aid succession planning within units, whilst supporting the career development of officers.
Referrals to Victim Support Scheme	Sets out the arrangements for referring victims of crime to the Victim Support Scheme.

Policy Title	Policy Summary
Reporting of incidents involving diplomats to SO16	Outlines the process for reporting incidents in which members of the diplomatic community have been involved.
Safeguarding children and child abuse investigation	Sets out the MPS stance on safeguarding children and outlines procedures for investigation of child abuse.
Substance misuse testing – pre-employment	Ensures that members of the Service are deterred from engaging in substance misuse and are identified and dealt with appropriately.
The use of Home Office Large Major Enquiry System (HOLMES)	Sets out the circumstances in which the HOLMES system must be used.
Travel to politically sensitive countries	Details the countries in which members of the MPS are assessed to be at increased risk of approach by a foreign intelligence service. The policy provides practical advice and guidance on how that risk can be reduced.
Vulnerable and Intimidated Witnesses	Quality of service for vulnerable and intimidated witnesses
Youth and community safety	Requires MPS police officers and police staff to follow procedures when planning community and volunteer cadet activities and events to ensure that health and safety issues are addressed from the outset, together with measures to protect children and young people from abuse.

Low Priority

Policy Title	Policy Summary
Abnormal loads	Sets out the way in which the MPS will deal with the movement of Abnormal Indivisible Loads carried by large goods vehicles through London.
Advanced Public Order (CADRE) and Strategic Command Public Order training	Sets out the role of and protocols for the deployment of senior personnel who have attended Advanced Public Order training courses and who are available for deployment throughout the MPS.
Armed forces reservists policy	Sets out the position on engagement, mobilisation, pay, pension, special leave and annual leave provision for both police officers and police staff who are members of the British Reserve Forces.
Attendance management	A standardised means of reporting, recording and managing sickness absence.
Authorising and recording of detected offences	Reiterates and consolidates current policies in respect of the authorisation and recording of detected offences.
Business continuity	Requires Operational Command Unit (OCU) commanders and branch heads to demonstrate that they have considered the need for a business continuity plan for every function under their command.
Business risk management	Embeds the process of business risk management within the MPS.
Career Break	Sets out the position on allowing individuals an extended period of unpaid leave.
Carers policy	Sets out the position regarding how the balance between caring and employment responsibilities can be managed successfully.
Counterfeit currency	MPS procedures for dealing with counterfeit currency.

Policy Title	Policy Summary
Covert Human Intelligence Sources (CHIS)	Regulates the relationship between covert human sources of intelligence and the MPS.
Covert operational security	Guidance for maintaining the security and integrity of covert policing operations.
Crime Management Units, Minimum Model	Sets out the minimum requirements for the effective operation of Crime Management Units, and establishes a corporate approach for the management of crime across the MPS.
Crime scene examination PP	Effective use of forensics in the examination and management of crime scenes.
Crime screening	Provides a corporate standard of crime screening and clear guidance to MPS personnel.
Dealing with incidents on or near railways	Outlines procedures for dealing with incidents on or near property owned by Network Rail, London Underground, Docklands Light Railway, and Croydon Tramlink.
Dealing with threats to life	Sets out the police response to real and immediate threats to the life of a person as the result of the criminal act of another.
Development and management of sponsorship, trading and events	Details how the MPS enters into agreements with third parties with many benefits, including the ability to generate income and resources that can enhance the policing service that is delivered pursuant to the annual objectives and priorities.
Distraction burglary (Safer Homes) PP	Outlines processes and procedures involved in the prevention and investigation of distraction burglary.
DNA	Sets out the processes and procedures to be followed when taking DNA and using DNA for evidence in criminal investigations.
Dogs coming to police attention	Outlines how the MPS will deal with all dogs coming to police attention and requiring further police action.

Policy Title	Policy Summary
Escorting/piloting of fast runs, including ambulance escorts	Details the guidelines for officers tasked to undertake fast\slow runs and escorts.
Evidence recovery and imaging services PP	The provision of evidential recovery and imaging services in the MPS on a value for money basis.
Extensions of service for police staff beyond 65	Designed to support specific business needs in terms of human resources.
Financial Management in the MPS	Relates to the management of official and unofficial funds and assets.
Fingerprint evidence in criminal investigations	Provides policy and procedures on taking and using fingerprints for evidence in criminal investigations.
Firearms licensing	Details the procedures to be taken when considering applications made in relation to the licensing of firearms and explosives.
Flexible Working	Sets out the position for managing individuals who want to work non-standard hours.
Gifts and hospitality	Ensures that the integrity and probity of the MPS and its individuals are not compromised by the offering, acceptance or rejection of gifts and hospitality.
Health and Safety	Outlines the overall health and safety management system, procedures and responsibilities to enable us to comply with the relevant legislation and guidance.
Immediate Capture of Evidence by Front Line Officers (ICEFLO)	Provides MPS personnel with the necessary skills and knowledge to effectively use ICEFLO cameras for this purpose.
Information management	Provides a framework for the proper management and control of MPS information assets, whatever the format.
Interview of significant (or key) witnesses	States that active consideration must be given to making a visual or audio record of an interview with a significant witness. A record of the decision, together with the underpinning rationale for that decision, must be kept.

Policy Title	Policy Summary
Investigation of missing persons and unidentified persons (Operation Compass)	Statement in respect of the policy for the MPS and missing persons investigations. This document has been created pending the completion of the revised Standard Operating Procedures currently being created which will be published in early 2005.
Keep in Touch scheme	Details the arrangements for keeping in touch with individuals when they are away from work.
Level 2 public order constables	To allow selected and suitably trained probationary police constables to be used on public order duties, thereby enabling BOCUs to retain multi-skilled staff to meet local demands.
Long-term storage and disposal of crime-related property and property found in the street	Explains how crime-related property and property found in the street, required for long-term storage or disposal, is dealt with.
Making off without payment at petrol stations	Outlines the MPS response to recording and investigating such allegations, with inbuilt processes to route out false reporting and assist with intelligence gathering.
Management of forensic casework submissions	Sets out the actions to be taken by officers and crime scene examiners who require a forensic examination to prove or disprove that an offence has been committed.
Management of sexual and other offenders that fall within the Multi-Agency Public Protection Arrangements (MAPPA) PP	To assist MPS staff in protecting the public through the identification, categorisation, risk assessment and risk management of offenders that fall within the MAPPA.
Management of training	Intended to apply whenever consideration is being given to planning, designing, delivering and evaluating a training event in response to a recognised need.
Maternity leave	Introduces the pay and leave provisions for pregnant women and those within their maternity leave period, together with the legal and organisational responsibilities that the Service has.

Policy Title	Policy Summary
Misuse of Vehicle Registration Marks – cloned/duplex vehicles	Sets out the action to be taken by police on receipt of a complaint from a member of the public who alleges that their vehicle registration mark is being misused, cloned or duplicated to avoid fixed penalty fees.
MPS radio	Aims to ensure that the MPS complies with current legislation for the management and use of the radio spectrum.
MPS Special Constabulary	This policy sets out the MPS stance on the role of Special Constables.
MPS telephony	Ensures that the MPS complies with current legislation for the management and use of private telephone systems, and their connection to the Public Switched Telephone Network (PSTN).
Operation Orders – policy on who signs	Sets out the level of seniority of the police officer who, as part of the planning process, carries out an independent review of the arrangements for policing organised public events.
Police action when called to the scene of a fire	Will ensure that officers attending scenes of fire can effectively preserve the scene and initiate investigations. It explains the lines of responsibility for police and other agencies engaged in dealing with fires.
Police Liaison with Royal Mail Corporate Security and other 'public postal services'	Sets out procedures for police liaison with Royal Mail Corporate Security in the investigation of crimes involving the Royal Mail and other public postal services.
Police officers pay	Interprets Police Regulations 2003 and covers the payment of salaries, allowances and expenses to police officers.
Police response to incidents on motorways and other 'fast' roads	Sets out guidelines on the operational directions to be followed by MPS staff when dealing with incidents on motorways or 'fast roads'.
Police staff pay	Deals with the pay, allowances and expenses for all police staff.

Policy Title	Policy Summary
Police use of motorcycles off-road	Covers the use by MPS staff of motorcycles off-road. It will ensure that suitable equipment is supplied, used and maintained and that safe working practices are followed to protect the safety of both staff and members of the public.
Police, insurance companies and loss adjusters exchange of information	Gives guidance in respect of the exchange of information between police and certain insurance companies and any loss adjusters working on their behalf.
Property services	Ensuring that the MPA estate is managed effectively and efficiently in accordance with and in response to the operational demands of the MPS, whilst complying with the required legislative (and other) frameworks that govern accommodation/buildings matters.
Provision and management of MPS vehicles	Provision, maintenance and use of MPS vehicles.
Provision of driver, despatch and distribution services	Clarifies the levels of service available and the procedures to be followed for obtaining specialist vehicles and drivers and the use of the despatch and distribution services.
Recording and investigation of fraud and theft from ATM's offences	Sets out the procedure relating to the recording and investigation of cheque/credit card fraud, theft from ATM's, mail order fraud and internet fraud.
Redeployment of police staff	Ensures that all police staff redeployments are carried out in a corporate manner and that each individual is dealt with fairly, with due regard to both the individual needs and the needs of the MPS as a whole.
Restoration of property found in cabs	The MPS has an obligation to receive and record property deposited by cab drivers despite responsibility for lost/found property in a 'Black Cab' being transferred to Transport for London (TfL).
Road death investigation	Sets out the responsibilities and instructions for investigating road death.

Policy Title	Policy Summary
Searching premises – revised procedures	Relates to the completion of documentation with regard to searches of premises by police officers.
Security of MPS Estate	Sets clear standards and instructions for maintaining the physical security of the MPS estate and its buildings.
Selected 'Basic' drivers driving marked response cars in non-response mode	A limited number of basic drivers being authorised to drive marked standard response category cars in a non-response mode.
Special leave	Sets out the position allowing individuals periods of paid or unpaid leave.
Staffing of new Patrol Supervisors vehicles PP	To improve the supervision of patrol resources and critical incident management by providing support and leadership at the point of service delivery.
Substance misuse	Provides guidance and support to individuals who are addicted to legal or illegal substances. It also provides guidance and support to managers and colleagues who have concerns that a colleague has a substance misuse problem.
Surveillance policy	Regulates standards covering the training, use and deployment of surveillance officers within the MPS.
Taking offences Into Consideration (TIC)	Provides direction for uniform and detective officers when dealing with taking offences into consideration (TICs).
Telephone Investigation Bureaux PP	Framework outlining the procedures involved in the investigation of crimes recorded over the telephone whilst ensuring adherence to both corporate standards and the National Crime Recording Standard.
Temporary alarms	Ensures that the risk to vulnerable persons and victims of crime is reduced and a high quality of service is delivered to them through the effective and efficient installation of a temporary alarm when appropriate.

Policy Title	Policy Summary
The provision of employment and personal references by Metropolitan Police personnel	Guidance on the provision of employment and personal references for former and current MPS officers and staff.
The recovery, removal, examination, retention and disposal of vehicles on behalf of the MPS	Sets out the policy regarding service delivery, fees and charges, and the operating procedures and responsibility levels of the Vehicle Recovery and Examination Service (VRES).
The use of Forensic Medical Examiners (FMEs)	Sets out roles, responsibilities and procedures, to ensure that FMEs are deployed safely, efficiently, appropriately and consistently.
Traffic prosecution	Sets out the actions to be taken by police officers and police staff when reporting and processing road collisions/accidents and traffic offences occurring within the Metropolitan Police District (MPD).
Transsexual policy	Provides a framework for line managers to work to in respect of the issues that must be considered and/or undertaken when police staff, or police officers, or individuals within the recruitment process, identify themselves as undergoing or wishing to undergo gender reassignment.
Unsatisfactory attendance of police officers	Provides a framework in which managers can take action under the Efficiency Regulations.
Unsatisfactory performance	This policy supports the Police (Efficiency) Regulations 1999 and provides a framework for dealing with unsatisfactory performance of police officers.
Unsatisfactory performance of police probationers and extensions to the police probationary period (Regulations 12 & 13 of Police Regs 2003)	Provides a framework in which managers can take action under the Efficiency Regulations.

Policy Title	Policy Summary
Use of acting inspectors to command Police Support Units	Clarifies the use of officers in 'acting' ranks to command Police Support Units (PSUs) in public order situations.
Vehicle Pursuits PP	Details the processes and procedures to be followed in the initiation, conduct, and termination of a vehicle pursuit.
Visits and secondments of officers from other forces	Details the process, including security measures and vetting procedures, for organising the secondment of police officers or police staff from outside police forces to the MPS.
Volunteers in policing	Sets out the roles of volunteers within the MPS, and sets out a structure for their management and support.
Witness appeal boards	Sets out the arrangements for the production and use of witness appeal and crime prevention signs.
Work experience	Details the actions that must be taken and considerations that must be made when requests for work experience are received and placements made.
Work related deaths	Sets out the police response to work-related deaths and which agency will lead investigations into them.

Appendix 3 – Assessment Criteria Questionnaire

The questionnaire invites you to review the MPS Race Equality Scheme list of policies and consider:

- The relevance of each to the general duty of the Race Relations (Amendment) Act 2000; and
- The appropriate prioritisation of the review process.

Please consider each policy on the attached list and indicate whether you feel it should be classed as:

- **H** – having a highly significant relevance to the general duty and needing review by March 2006
- **M** – having a significant relevance to the general duty and needing review by March 2007
- **L** – having little relevance to the general duty and needing review by March 2008

A comments box is included if you feel your response needs further explanation. To help you make your decision, please consider the following questions for each policy:

- Do each of the three parts of the general duty – eliminating discrimination, promoting equality of opportunity and good race relations – apply?
- Is there some evidence that the function or policy is affecting some racial groups differently?
- Is there any public concern that the function or policy in question is causing discrimination?
- Is there any public concern that the function or policy is damaging good race relations?

Appendix 4 – 16+1 Ethnicity Classification System

	Asian or Asian British	(A)
A1	Indian	
A2	Pakistani	
A3	Bangladeshi	
A9	Any other Asian background	
	Black or Black British	(B)
B1	Caribbean	
B2	African	
B9	Any other Black background	
	Chinese or Other Ethnic Group	(O)
O1	Chinese	
O9	Any other ethnic group	
	Mixed	(M)
M1	White and Black Caribbean	
M2	White and Black African	
M3	White and Asian	
M9	Any other mixed background	
	White	(W)
W1	British	
W2	Irish	
W9	Any other White Background	

Appendix 5 – Related Links

- Metropolitan Police Service (MPS) Metropolitan Police Service – Homepage
<http://www.met.police.uk/>
- Metropolitan Police Authority (MPA) MPA: Home Page <http://www.mpa.gov.uk/default.htm>
- Greater London Authority (GLA) Mayor of London, the London Assembly and the Greater London Authority <http://www.london.gov.uk/>
- Morris Inquiry Morris Inquiry: Home Page <http://www.morrisinquiry.gov.uk/default.htm>
- Commission for Racial Equality (CRE) Commission for Racial Equality: home page
<http://www.cre.gov.uk/index.html>
- Independent Police Complaints Commission (IPCC) <http://www.ipcc.gov.uk/>
- Home Office <http://www.homeoffice.gov.uk/>
- Her Majesty's Inspectorate of Constabulary (HMIC) Her Majesty's Inspectorate of Constabulary
<http://www.homeoffice.gov.uk/hmic/hmic.htm>
- Taylor Report http://www.homeoffice.gov.uk/docs4/taylor_review_statement.pdf
- Association of Police Authorities (APA) APA:home <http://www.apa.police.uk/apa>
- Central Police Training and Development Authority (Centrex) Centrex – Developing Policing Excellence <http://www.centrex.police.uk/>
- MPS Publication Scheme http://www.met.police.uk/foi/our_policies.htm
- MPS Employment Duty Annual Report
http://www.met.police.uk/foi/pdfs/other_information/corporate/employment_duty_annual_report_2003-04.pdf

Appendix 6 – Acronyms

ACPO	Association of Chief Police Officers	RES	Race Equality Scheme
BME	Black and Minority Ethnic	RR(A)A	Race Relations (Amendment) Act 2000
BOCU	Borough Operational Command Unit	RRA	Race Relations Act
CMRU	Career Management and Retention Unit	SME	Small and Medium Enterprise
CRE	Commission for Racial Equality	SOP	Standard Operating Procedure
DDO	Designated Detention Officer	PCSO	Police Community Support Officers
DPS	Directorate of Professional Standards		
EDAP	Equality Development Action Plan		
FAW	Fairness at Work		
GLA	Greater London Authority		
HMIC	Her Majesty's Inspectorate of Constabulary		
HR	Human Resources		
IAG	Independent Advisory Group		
IML	Incident Management Logs		
MPA	Metropolitan Police Authority		
MPS	Metropolitan Police Service		
NIM	National Intelligence Model		
OCU	Operational Command Unit		
PACT	Positive Action Central Team		
PCH	Policy Clearing House		
PDR	Performance Development Review		
REC	Race Equality Council		

Additional Languages

Arabic

هذه خطة شرطة العاصمة للمساواة العرقية للسنوات 2005-2008 ويمكن الإطلاع عليها بزيارة موقع شرطة العاصمة على الإنترنت وهو: www.met.police.uk. ويمكنكم أيضا طلب نسخة بلغة أخرى بالكتابة إلى فريق تطوير إستراتيجية التنوع العرقي: The Diversity Strategy Development Team, Metropolitan Police Service, Empress State Building Approach, Lillie Road, Earls Court, SW6 1TR

Bengali

এটা হচ্ছে 2005-8 সালের জন্য মেট্রোপলিট্যান পুলিশ সার্ভিসের জাতিগত সমতার কার্যক্রম এবং www.met.police.uk ঠিকানায় মেট্রোপলিট্যান পুলিশ সার্ভিসের ইন্টারনেট সাইটে এটা দেখা যাবে। তাছাড়াও, Diversity Strategy Development Team, Metropolitan Police Service, Empress State Building, Empress Approach, Lillie Road, Earls Court, SW6 1TR ঠিকানায় চিঠি লিখে অন্য ভাষায় এর একটা কপিও জন্য আপনি অনুরোধ করতে পারেন।

Chinese

這是大城市警察服務種族平等計劃 2005-8 號。你可以在大城市警察服務的互聯網址 www.met.police.uk 瀏覽。你亦可以向分集策略發展組索取另一個語言版本。請寫信到：Diversity Strategy Development Team, Metropolitan Police Service, Empress State Building, Empress Approach, Lillie Road, Earls Court, SW6 1TR.

Greek

Αυτό είναι το Πρόγραμμα Φυλετικής Ισότητας της Μητροπολιτικής Αστυνομίας για το 2005-8, το οποίο μπορείτε να δείτε στον Ιστότοπο της Μητροπολιτικής Αστυνομίας στο www.met.police.uk. Μπορείτε επίσης να ζητήσετε ένα αντίγραφο σε κάποια άλλη γλώσσα γράφοντας στο Diversity Strategy Development Team, Metropolitan Police Service, Empress State Building, Empress Approach, Lillie Road, Earls Court, SW6 1TR.

Gujarati

આ મેટ્રોપોલીટન પોલીસ સર્વિસની 'રેઈસ ઇકવોલિટી સ્કીમ' (વર્ણિય સમાનતા યોજના) 2005-8 છે, અને તે મેટ્રોપોલીટન પોલીસ સર્વિસની ઇન્ટરનેટ સાઈટ www.met.police.uk પર જોઈ શકાશે. તમે Diversity Strategy Development Team, Metropolitan Police Service, Empress State Building, Empress Approach, Lillie Road, Earls Court, SW6 1TR સરનામે લખીને બીજી ભાષામાં તેની નકલ પણ મંગાવી શકો છો.

Hindi

यह मैट्रोपोलीटन पुलिस सर्विस की 2005-08 तक की नस्ली समानता स्कीम है, और आप इसे मैट्रोपोलीटन पुलिस सर्विस की वेबसाईट www.met.police.uk पर पढ़ सकते हैं। किसी अन्य भाषा में इसकी कॉपी आप इस पते पर पत्र लिखकर मंगवा सकते हैं – Diversity Strategy Development Team, Metropolitan Police Service, Empress State Building, Empress Approach, Lillie Road, Earls Court, SW6 1TR.

Punjabi

ਇਹ ਮੈਟ੍ਰੋਪੋਲੀਟਨ ਪੁਲਿਸ ਸਰਵਿਸ ਦੀ 2005-08 ਤਕ ਦੀ ਨਸਲੀ ਬਰਾਬਰੀ ਦੀ ਸਕੀਮ ਹੈ ਅਤੇ ਇਹਨੂੰ ਤੁਸੀਂ ਮੈਟ੍ਰੋਪੋਲੀਟਨ ਪੁਲਿਸ ਸਰਵਿਸ ਦੀ ਵੈੱਬਸਾਈਟ www.met.police.uk 'ਤੇ ਪੜ੍ਹ ਸਕਦੇ ਹੋ। ਇਹਦੀ ਕਾਪੀ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਤੁਸੀਂ ਇਸ ਇਸ ਪਤੇ 'ਤੇ ਖਤ ਲਿਖ ਕੇ ਮੰਗਵਾ ਸਕਦੇ ਹੋ - Diversity Strategy Development Team, Metropolitan Police Service, Empress State Building, Empress Approach, Lillie Road, Earls Court, SW6 1TR.

Serbian

Ovo je Plan rasne jednakosti Policijske službe metropole za 2005-2008. godinu. Može se pročitati na internet-sajtu Policijske službe metropole na adresi www.met.police.uk. Sem toga možete dobiti i primerak preveden na drugi jezik ako uputite zahtev na adresu Diversity Strategy Development Team, Metropolitan Police Service, Empress State Building, Empress Approach, Lillie Road, Earls Court, SW6 1TR.

Turkish

Bu, Metropolitan Polis Servisi'nin 2005-8 dönemi Irk Eşitliği Programı'dır ve internette Metropolitan Polis Servisi'nin www.met.police.uk adresindeki sitesinde görülebilir. Ayrıca şu adrese mektup yazmak suretiyle programı başka bir dilde de isteyebilirsiniz: Diversity Strategy Development Team, Metropolitan Police Service, Empress State Building, Empress Approach, Lillie Road, Earls Court, SW6 1TR.

Urdu

یہ میٹروپولیٹن پولیس سروس کی نسلی مساوات سکیم 2005-8 ہے، اور اسے میٹروپولیٹن پولیس سروس کے انٹرنیٹ سائٹ واقع www.met.police.uk پر ملاحظہ کیا جا سکتا ہے۔ آپ فرمائش کرنے پر اس کا کسی دوسری زبان میں بھی نسخہ حاصل کر سکتے ہیں۔ اس کے لئے ان کو لکھئے: Diversity Strategy Development Team, Metropolitan Police Service, Empress State Building, Empress Approach, Lillie Road, Earls Court, SW6 1TR.