

# ACHIEVING EQUALITY, IMPROVING CONFIDENCE

MPS DIVERSITY AND EQUALITY STRATEGY 2009-2013





## INTRODUCTION

Diversity and equality are not just words: they are critical to our ability to police London effectively and have implications for everything that we do. London's diversity is fundamental to making it a great city and its police service should reflect that diversity. Like all public authorities in London, the Metropolitan Police Service can only succeed by recognising and responding to the needs of the diverse communities it serves, from making neighbourhoods safer to policing major public events. This strategy sets out our diversity and equality ambitions and how we propose to achieve them.

The MPS will strive towards its aim of a police service that is characterised and defined by its common diversity aspirations rather than by its differences. We aim to be a service working towards this common goal, demonstrating to all communities that the MPS is on their side in the shared commitment to reduce crime and make London safer in a fair and professional manner. A service provided by a proud and talented workforce that is representative and understanding of London's dynamic communities.

We are committed to providing policing services that meet the needs of all communities. We want all communities to be confident that we will always treat them fairly, with dignity and respect, making sure that everyone has access to our services. Delivering this strategy is critical to our priorities of giving communities

more confidence in our ability to keep them safe. This is not something that is additional to our core business: it is fundamental to policing London in the 21st Century.

This strategy describes how we will achieve our aims through a clear focus on four strategic themes:

- Fair and Responsive Services
- Community Engagement
- Workforce and Culture
- Governance

This strategy supports our Total Policing approach of a total war on crime, total care for victims and total professionalism. It outlines our commitment to listening and responding to the needs of all communities, treating people fairly and with respect, delivering services that meet peoples' needs, further developing our culture and valuing and building pride in our workforce.

## BACKGROUND AND DEVELOPMENT OF THIS STRATEGY

**Since the publication of the Stephen Lawrence Inquiry Report in 1999 the MPS has made improvements in key areas, including:**

- Responding to and investigating homicides, including the introduction of a unified, pan-London Homicide Command; professionalising the role of family liaison officer to support families during investigations; and having greater involvement of communities during investigations.
- Improving the service provided to victims of hate crime through the introduction of Community Safety Units and specialist investigators across London that has seen a significant increase in the proportion of hate crimes detected.
- A transformation in our approach to community engagement through the introduction of Safer Neighbourhoods teams working with and for every local community in London; the creation of independent advisory groups; the establishment of Neighbourhood panels and key individual networks; and community liaison officers.
- More community scrutiny and local accountability has seen greater transparency of stop and search, allowing better monitoring, while work continues to improve the quality of interactions between officers and the public.
- Considerable progress in having a workforce that reflects London's diverse population with more officers from a black and minority ethnic (BME) background working in the Met than ever before. At the same time we have improved the retention rates of BME officers and introduced a range of development programmes to increase the progression of under-represented groups.
- In 2006 we published a comprehensive Equalities Scheme that described the actions we would take to improve equality in the areas of age, disability, gender, race, religion and belief and sexual orientation. We have undertaken a wide range of activities at all levels across the organisation from corporate initiatives through to innovative local projects.



- The Public Sector Equality Duty of the Equality Act 2010 requires the MPS to have due regard to the need to:
  - Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Act;
  - Advance equality of opportunity between people who share a protected characteristic and people who do not share it;
  - Foster good relations between people who share a protected characteristic and people who do not share it.

But to police London effectively we need to go beyond legislative compliance; we must eliminate discrimination and harassment, promote and protect human rights and provide equality of treatment of all people.

Although a lot of progress has been made we are not complacent and know there is still more to do. In identifying the themes and objectives for the strategy we have taken account of the Association of Chief Police Officers (ACPO) Equality, Diversity and Human Rights Strategy for the Police Service, the Mayor's Equality Framework – Equal Life Chances for All, the Equality Standard for the Police Service and the Equality Act 2010. This plan supports our strategic outcomes and objectives for the MPS as outlined in the Policing London Business Plan.

Achieving our aims is not something that can be done overnight, and we recognise that mistakes will be made. We have taken stock of the progress already made and we are committed to learning and acting on our experiences and feed-back so we can continually improve our services.



## STRATEGIC THEMES

This strategy contains four themes that set out what we plan to do:

1. **Fair and responsive services:**

delivering efficient and effective policing services that are fair and clearly responsive to the diverse needs of the people we serve.

*This is the core of the strategy, an approach that recognises the unique function of policing and embeds diversity and equality into the delivery of all policing services.*

2. **Community engagement:**

enhancing our engagement with all communities by listening and responding to their needs.

3. **Workforce and culture:** building and developing a talented workforce and working culture that promotes mutual respect and teamwork in the MPS.

4. **Performance and governance:**

monitoring progress, taking responsibility and being accountable for our performance.

To ensure accountability at the highest levels of the organisation, a senior, ACPO-ranked officer or member of police staff will take strategic responsibility for each of the themes and drive forward its actions, while reporting on progress to the Deputy Commissioner through Diversity Board.



# AIMS, ACTIONS AND OUTCOMES

## THEME 1: Fair and responsive services

**AIMS:** We will do more to ensure that we are consistently meeting the needs of individuals, treating people fairly and with respect and consistently delivering on our promises. We will improve the public's perceptions that the police will treat them fairly, with dignity and respect. We will work to understand and tackle the causes of dissatisfaction. We will improve feelings of safety within London's varied and overlapping communities and their confidence in the police.

## KEY ACTIONS:

- Deliver the standards described in our Quality of Service Commitment and provide total care for victims of crime.
- Ensure that we are delivering services that are accessible and responsive to people's needs as efficiently and effectively as possible.
- Identify and address areas where there are disproportionate outcomes affecting particular communities, such as serious crime and domestic violence.
- Improve the consistency and quality of services we provide to all communities across London.
- Ensure that we treat people fairly and with respect, focusing on those issues where there is particular community concern, such as stop and search.
- Ensure our approach to counter-terrorism has the confidence of all communities.
- Promote equality through our procurement activity and how we allocate resources.
- Use technology to help us provide more accessible services.
- Understand and address the causes of dissatisfaction with our services, addressing disparities in confidence and satisfaction levels between groups.

**OUTCOMES:**  
Communities feel they are treated fairly, with dignity and respect by staff that are helpful, understanding and approachable. All communities are more satisfied in the services we provide, with gaps in satisfaction levels reduced.



## AIMS, ACTIONS AND OUTCOMES (CONTINUED)

### THEME 2: Community Engagement

**AIMS: We will improve our relationship with all our communities, recognising that effective engagement is the most important driver of public confidence in the police. We will improve our understanding of the communities we serve, ensuring that our engagement meets the needs of all communities, including those from seldom heard groups. Within the MPS we will continue to improve how we listen and respond to our workforce, working closely with the staff support associations, Police Federation, Superintendents' Association and the Trade Union Side.**

### KEY ACTIONS:

- Improve our understanding of all of London's diverse communities and use this information to enhance our approach to community engagement.
- Ensure that our engagement activities meet the needs of all communities, including seldom heard groups so all communities have more say and more involvement in policing across London.
- Improve how we work together with our partners and voluntary organisations to be more effective and efficient in our approach to community engagement.
- Using existing police-community partnerships to prevent the radicalisation of individuals as part of the PREVENT strategy.
- Internally, we will ensure that we are engaged with and responding to the needs of people within the organisation.
- Keep the people of London and our own staff informed of the work we are doing.

### OUTCOMES:

**All communities are more confident that the police are listening to their concerns, understand the issues that affect them and are dealing with them appropriately. Our staff are more confident that they are consulted on decisions that affect them and are kept informed.**



### THEME 3: Workforce and culture

**AIMS:** We will develop a working and organisational culture that is inclusive and recognises, respects and values diversity. We will do more to equip our staff so they have the confidence to deal with issues of diversity and equality, while acting professionally, treating people fairly and with respect. We will continue our work to make us more reflective of the communities we serve.

### KEY ACTIONS:

- Delivery of agreed recommendations arising from the MPA Race and Faith Inquiry.
- Deliver training and development programmes that increase knowledge and equip our staff to value and respect difference and achieve cultural change.
- Continue our work to develop a workforce that reflects the diversity of London, building on the progress already made.
- Ensure equality and diversity are routinely assessed throughout the MPS Performance Development Review process.
- Support staff, in particular those from under-represented groups, to realise their potential, to enable the MPS to make best use of the skills and talents of its diverse workforce.
- Improve the progression of staff from under-represented groups, with a particular emphasis on specialist roles.
- Improve the confidence of all staff in our discipline and Fairness at Work processes so they are seen to be proportionate and fair.
- Utilise the staff survey to understand and address any disproportionality in levels of satisfaction between groups.

**OUTCOMES:**  
A workforce that is more representative at all levels and across specialisms, and is more understanding of the people we serve. Staff are more satisfied and feel they are treated fairly and with respect.



## AIMS, ACTIONS AND OUTCOMES (CONTINUED)

### THEME 4: Performance and governance

**AIMS: We will strengthen further the governance of diversity and equality issues across the MPS. We will ensure there is visible leadership at operational command unit (OCU) and business group level, ensuring that robust performance management processes and, where necessary, targets are in place to hold managers to account and deliver improvements.**

### KEY ACTIONS:

- Review and strengthen organisational governance of diversity and equality issues to deliver strategy.
- Ensure diversity and equality issues are included within MPS performance management processes.
- Ensure identification and publication of appropriate MPS equality objectives and equality data.
- Wider adoption of robust processes to deliver improvements in our performance in managing diversity and equality issues.
- Implement the Equality Standard for the Police Service.
- Review and improve our approach to conducting equality impact assessments, not only to fulfil our legislative requirements but also to drive change and improvement.



**OUTCOMES:**  
The MPS will have made demonstrable improvement in diversity and equality performance, as assessed through the Equality Standard for the Police Service and other mechanisms.

# OUR FRAMEWORK FOR GOVERNANCE & DELIVERY

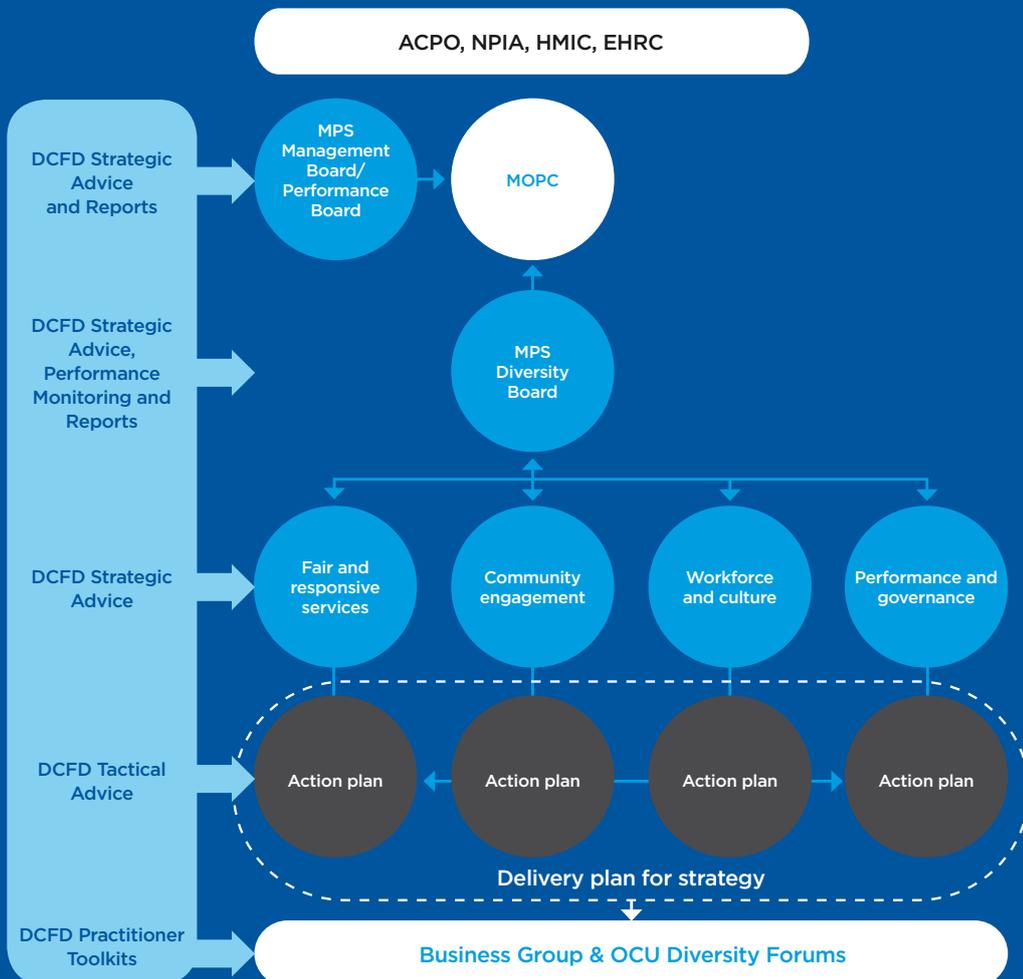
**A robust governance structure will oversee the delivery of this strategy and our work to improve diversity and equality performance.**

**This includes:**

- Corporate level governance through the MPS Diversity Board, chaired by the Deputy Commissioner.
- Publication of equality data and setting and monitoring of equality objectives.
- The Equality Standard for the Police Service provides a tool for measuring and monitoring our performance so that we can learn and continually improve.
- Oversight and coordination of action plans at OCU and business group level through diversity forums and other mechanisms, ensuring that diversity and equality are integrated in corporate and local business planning and review mechanisms. Individuals at all levels will be held to account for their actions through performance review processes.
- At all levels our work will be informed by consultation and engagement with communities and our staff.

The role of the Mayor’s Office for Policing and Crime is critical in providing oversight and scrutiny of this strategy and holding the MPS to account on the delivery of its aims.

Figure 1: Governance structure for delivering the Strategy



## CONCLUSION

This strategy describes our unequivocal commitment to the issues of diversity and equality and outlines our aims for the coming years. Whilst we are pleased with the progress that we have made to date we are not complacent and recognise that there is still more to be done. In developing this strategy we have listened to the voices of the communities we serve and of the people we work with, and we will continue to listen and respond to the issues that are raised. It is only by getting these things right that we will improve confidence in the MPS.

Our work to deliver this strategy will and must be more than definitions and words. Our actions will be a tangible demonstration that we have developed a workforce built from the widest talent available. Our people will, in partnership with all those committed to delivering a professional policing service make the Metropolitan Police Service an organisation of which we can all be proud.

The Quality of Service Commitment sets the standards of service the public can expect from us. Our primary commitment is to always treat people fairly, with dignity and respect, making sure that everyone has access to our services and to do this with our Total Policing values of humility, integrity and transparency.

For further information or to find out more about this strategy and how you can give us feedback, visit <http://content.met.police.uk/Site/diversityandequality>

MPS officers and staff can find out more by visiting the DCFD intranet site.

If you require the information in this document in an alternative format please call the MPS Diversity and Citizen Focus Directorate on 020 7161 2719 or send an email to [DCFDMailbox-DiversityDirectorate@met.police.uk](mailto:DCFDMailbox-DiversityDirectorate@met.police.uk)



## EPILOGUE: What diversity and equality means to the MPS.

**Diversity** is recognition of the differences and similarities in values, cultural perspectives, attitudes, beliefs, skills, knowledge and life experiences of all the people we serve and employ. Our similarity lies in the fact that, as people who live, work or visit London, we all want and expect a police service that is professional and fair. Our difference recognises the variety of views and perspectives to be taken into consideration as we plan and deliver a service that is fair, professional and proportionate.

**Equality** refers to action taken to address or redress discrimination in the services we provide or the opportunities we give. Understanding how equality or inequality affects our ability to police London will help us address, improve and eradicate practices that create or allow disadvantage. Ensuring equality of opportunity and access to services to all people, particularly those protected under the Equality Act 2010 will help us make all communities more confident in our ability to keep them safe.

### List of protected characteristics under the Equality Act 2010:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race – this includes ethnic or national origins, colour and nationality
- Religion or belief
- Sex
- Sexual orientation

The Act also applies to marriage and civil partnership but only in respect of the requirement to have due regard to the need to eliminate discrimination.

### List of acronyms:

ACPO – Association of Chief Police Officers  
 DCFD – Diversity and Citizen Focus Directorate  
 NPIA – National Policing Improvement Agency  
 HMIC – Her Majesty’s Inspectorate of Constabulary  
 EHRC – Equality and Human Rights Commission  
 MOPC – Mayor’s Office for Policing and Crime

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