



Metropolitan Police Service
Budget and Equalities Submission
2004-5

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OVERVIEW OF THE MAIN EQUALITIES ISSUES FACING THE MPS.

The equalities issues facing the MPS range from the broad to the specific. More than any other member of the GLA group its service delivery has an impact across all communities, and often in extreme circumstances. It is also London's largest single employer, so its internal equalities management spans many groups and issues. Summarised below are major equalities and diversity issues for different parts of the MPS.

-Internal-

Representative workforce

- The achievement of a workforce that is representative of London's communities remains a huge challenge. Whilst the proportion of visible ethnic minorities (VEMs), including those of mixed heritage, in London's population is approximately 27%, the proportion of VEMs in the eligible group for employment as Police Officers is approximately 15%.
- VEM officer wastage during training school is unacceptably high.
- 38% of PCSOs are from VEM communities and PCSOs are over-represented in minor discipline matters.

Disability

- In October 2004, the Disability Discrimination act 1995 is being extended to cover all police officers, and will impact on reasonable adjustments for current and future officers with disabilities.

Faith

- The Employment Equality (Religion or belief) Regulations 2003 will be introduced in December 2003. These will have impacts on current and future policies.

Sexual orientation

- The Employment Equality (sexual orientation) Regulations 2003 will be introduced in December 2003. These will also have impacts on current and future policies.

Age

- DOIT is currently co-ordinating with the help of HR, an MPS response to the Government's consultation on age matters, which looks at ageism in the workplace, and is driven by the European Employment Directive.

-External-

Child protection

- Approximately 1000 vulnerable children per month pass unaccompanied through Heathrow, mostly to sponsors who are not checked by any authority.
- Africa & Eastern Europe are the major suppliers in the trade for children.

- There is significant underreporting of paedophile crime, with a high number of predatory high-risk paedophiles not on the Sex Offenders Register.
- Improvements in technology, such as 3G phones increase the opportunity for the circulation of indecent images of children.

Domestic Violence

- Domestic Violence (DV) is the largest volume crime in the MPD, and accounts for 25% of homicides.
- Two women are murdered every week in England and Wales at the hands of partners or ex-partners.
- DV comprises 1 in 20 of all notifiable offences.
- MPS CSUs handle over 9,000 incidents hate crime every month of which 85% are DV related.
- DV assaults account for a notable proportion of violent crime:
 - One third of common assaults
 - Over a quarter of ABH
 - One eighth of GBH
 - Two fifths of allegations of DV abuse that come to the attention of the MPS relate to offences of violence
 - One in nine cases concern allegations of criminal damage.
 - One in twelve relate to public order
 - One in twenty relate to allegations of theft.
- DV is more likely to involve repeat victimisation than any other crime and more likely to result in injury than any other offences against the person.

Drugs (class A)

- 16 of the MPS's boroughs have been identified as having high crack areas, most of which also show high levels of heroin offending. These boroughs have a significant correlation with the most deprived and most ethnically diverse areas of London.
- Nationally there are approximately 1500 deaths per year associated with drug abuse.
- Police efforts focus on the organised supply of drugs, but inevitably bring the MPS into contact with large numbers of users – for whom the Drugs Referral Scheme was created.

Economic & specialist crime

Fraud & Forgery

- The threat level from West African organised crime to the London/UK economic community is high.

Criminal Justice Protection Unit

- The number of witness protection referrals from Operation Trident increases year on year. This is a consequence of the number of witnesses and victims coming forward to assist investigations, and their vulnerability within communities.

Firearms

- Following the climb in firearms offences 1999-mid 2002, the trend is now downwards.

- Recent tactical assessments have consistently identified the boroughs of Brent, Hackney & Lambeth as having the highest incidence of gun crime. These are among the most ethnically diverse boroughs in the UK.

Hate Crime

- Racist murders, whilst a very low proportion of homicides, attract considerable media focus and understandable community concerns. The figures are:
 - 2000-2001 8 murders
 - 2001-2002 5 murders
 - 2002-2003 2 murders
- Reported homophobic & racist incidents continue a downward trend, but still remain at levels above those of the pre-Macpherson era.

Homicide

- A number of recent murders result from feuds between rival groups, which also involve retaliation killings.
- 17% of homicides in the MPD are by firearm, over 60% of which are Trident related, with the majority of victims and suspects being African-Caribbean in origin.
- The majority of murders occur within inner London boroughs, the top five being; Haringey, Lambeth, Brent, Southwark & Tower Hamlets.
- In 2002/3 there were 1.57 homicides per 100,000 population of white European origin. This rises by a factor of five to 7.89 per 100,000 in the African-Caribbean origin population.

Human trafficking / Crime within distinct communities

- There are few reliable data on organised immigration crime, which is a profitable area to organised crime groups.
- We face a significant challenge in combating this crime in distinct, close-knit communities.
- Demand in this area outstrips resources and the availability of specialist support.

Sexual Offences

- There is a general climb in reported rape and indecent assault over the last 5 years, however there is no evidence of an increase in ‘stranger’ assaults.
- The Hotspots for sexual assaults are Lambeth, Southwark, Croydon, Lewisham and Newham. Local hotspots include entertainment and nightclub venues across the capital.
- The Sexual Offences Bill, National Helpline & Sexual Assault Referral Centres will have a major workload and resources impact.
- The initial review of the Haven project, and the success of Havens, will mean that there will be a significant resource need over coming years if we are to achieve our goal of one Haven on each borough.

Stop & Search

- There is disproportionality of a factor of 3.7 in the stopping of black people, in comparison with the general population.
- The piloting of 75 handheld stop/search and recording machines will take place at Tower Hamlets from 30th Nov, along with Rec. 61 (see below). This implementation

of hardware, service wide, will have significant cost implications, but is being strongly backed by the MPA. The Home Office requires Rec. 61 to be countrywide by 2005.

- Recommendation 61 of the Lawrence Inquiry was that all persons stopped should have their details recorded. The phased implementation of this has begun in Hackney, but will have a significant resource cost.

Street crime

- Half of all street crime is concentrated in one quarter of boroughs. The tactical focus needs to be on a small number of identified problem areas.
- Offenders are moving from burglary and auto crime to street crime.
- Analysis of 50 offenders' previous convictions identified two broad categories: those pre-disposed to acquisitive offences such as street crime, shoplifting, etc, and those who mixed this with a greater degree of violence. The agenda for making London a safer city should be informed by these findings.
- Whilst security of mobile phones has been enhanced considerably, cash and other items remain vulnerable.
- There is significant over-representation of young men from certain ethnic groups in street crime, both as perpetrators and victims.

Terrorism

- There has been a significant increase in intelligence and hence operational activity around international terrorism since 9/11. This has an impact on Muslim communities, particularly of Arab or west Asian origin.
- International terrorism continues to be the major terrorist threat to London, although some threat from Irish terrorism remains.

THE MAIN THRUST OF EQUALITIES POLICY OVER THE YEARS 2004-7.

Diversity issues are so central to the policing of our diverse communities that most areas of work have some impact on equalities. For this reason the main priorities and goals for the coming period are summarised here, as equalities issues are threaded throughout.

National & MPS strategic & annual priorities

The Government's Key Priorities

- *Tackling anti-social behaviour and disorder.*
- *Reducing volume, street, drug related and violent and gun crime in line with local and national targets.*
- *Combating serious and organised crime operating across force boundaries.*
- *Increasing the number of offences brought to justice.*

Strategic Goals for the MPA/MPS for 2003-5

- *Developing safer communities.*
- *Securing the capital against terrorism.*
- *Revitalising the criminal justice system.*
- *Developing a professional and effective workforce.*
- *Reforming the delivery of policing services.*

Priorities for Londoners 2003/4

(With targets & work areas under each heading that have a significant equalities impact.)

In partnership, to promote safer communities for Londoners.

To reduce the incidence of street crime.

2003/4 Target: To reduce street crime in 2003/4 to 10% below the level in 2002/3.

- Safer Streets
- Stop & search.

To disrupt the trafficking of humans, class A drugs and firearms.

2003/4 Target: To increase the number of operations aimed at disrupting organised trafficking offences.

- The MPS has identified that it has limited resources to deal with human trafficking.
- Child protection: Unaccompanied minors project at Heathrow.
- The work of operation Trident.

To disrupt the criminal use of firearms.

2003/4 Target: To reduce violent firearms offences in 2003/4 to 4% below the level in 2002/3

- Trident

Securing the capital against terrorism.

To prevent and disrupt terrorist activity.

2003/4 Target: To increase the number of quality intelligence reports.

- Current response to Al Qaeda and the wider threat of international terrorism.

To improve the quality of service for vulnerable victim groups.

To improve victim care & investigation in cases of rape.

2003/4 Target: To achieve a judicial disposal rate for rape of 25%.

- Project Sapphire.

To improve victim care & investigation in cases of domestic violence.

2003/4 Target: To achieve a judicial disposal rate of 17%.

2003/4 Target: By 3/3/2004 all CSUs to have an identified partnership worker within the unit who is able to provide victims with support and appropriate referrals to other domestic violence agencies.

- Community safety units (CSUs); Supplemental CID units on each borough that deal with crime against vulnerable groups.

To improve victim care & investigation in cases of hate crime.

2003/4 Target: To achieve a racist crime judicial disposal rate of 18%.

2003/4 Target: 70% of victims of racist crime satisfied with police performance.

2003/4 Target: To achieve a homophobic crime judicial disposal rate of 17%.

- CSUs

To improve the protection and safety of children including victim care, investigation and partnership working.

2003/4 Target: In 100% of cases a supervisory officer is involved at the referral stage and subsequent strategy discussions with social services into possible injury or harm to a child.

2003/4 Target: In 100% of cases a supervisory officer will manage a serious crime against a child from the outset.

- Child protection

Priorities for Excellence 2003/4

To expand our approach to include all aspects of Diversity.

To achieve an increased representation of the diverse groups of London within the extended policing family of the MPS.

2003/4 Target: 15 % minority ethnic recruits as % of all recruits.

2003/4 Target: 6.6% minority ethnic police strength.

2003/4 Target: 25% minority ethnic recruits as a % of PCSO recruits.

2003/4 Target: 25% minority ethnic PCSOs as a % of PCSOs.

2003/4 Target: 21% minority ethnic police staff.

2003/4 Target: 25% women recruits as a % of all.

2003/4 Target: 18% women as a % of police strength.

2003/4 Target: 29% women as a % of PCSO recruits.

2003/4 Target: 26% women as a % of PCSOs.

- Positive Action Central Team (PACT)
- VEM recruitment campaigns.
- Minority support associations.
- DOIT.

To enhance community reassurance programmes to vulnerable communities.

2003/4 Target: Establish four pilot sites to develop, in partnership, an approach to community reassurance involving local identification of vulnerable groups.

- Community reassurance work led by DCC4, delivered at borough level.

To manage the demands on the MPS more effectively.

To improve accessibility through enabling the public to obtain the service they need.

2003/4 Target: To create an action plan to deliver improved accessibility by October 2003, and meet agreed milestones.

- Improving access to services for persons with disabilities

To make the best use of our staff and resources.

To develop a professional & effective workforce with the appropriate numbers and skills to deliver the priorities of the MPS.

2003/4 Target: 29,856 police officers by March 2004.

2003/4 Target: 1,506 PCSOs by March 2004.

- Positive Action Central team
- Cultural and Communities Resource Unit

Diversity

The Diversity Strategy

The Diversity Strategy 'Protect & respect 2 – everybody benefits' was launched in 2001. The supporting action plan captures the recommendations of key strategic reports and legislation, translating these into project work and change management within the MPS. It is replicated at borough level by local diversity plans.

Key strategic reports underpinning it are:

- Stephen Lawrence inquiry recommendations
- Winning the Race
- Winning the Race Revisited
- Diversity matters
- Winning Consent
- Equalities for all.

Key legislative drivers are:

- Race Relations Amendment act
- Disability Discrimination act.
- Changes to hate crime legislation
- Forthcoming Faith & LGBT employment law.

Key aims include;

- ***Improve confidence in policing amongst minority communities.***

- *Working with partners and communities to address hate crime.*
- *Appreciating and responding to the needs of London's diverse communities.*
- *Increasing the diversity of our workforce to reflect that of London .*
- *Creating an organisation that people want to work for.*

The Diversity Strategy has reached a phase where it needs to follow up its mainstreaming onto boroughs with a regime of inspection and support. In the coming year the development strategy will be focused on front-line service delivery and HR issues at local level.

Legislative Drivers

Race Relations Amendment Act

RES

The MPS Race Equality scheme was included in our last submission, but work continues on ensuring that the training need is met, and other aspects. See appendix for current action plan.

Policy clearing house

The policy clearing house process is reviewing all of the MPS's policies, and any new ones, to ensure they are fit for purpose. Each policy is scrutinised for impact in a number of areas, including Health and safety, Race Relations Amendment act, and the Equalities categories laid out in the Best Value 'Equalities for All' review.

Disability Discrimination Act

See Strategic disability team, below.

Faith

See DOIT, below.

Sexual orientation

See DOIT, below.

Local Government

Metropolitan Police Authority

The MPA is progressing 5 major pieces of work on equalities relating to its role as the authority for the MPS;

1. MPA Race Equality Scheme to incorporate MPS success measures.
2. MPA Service Improvement Plan – Ongoing Implementation of 'Equalities for all'.
3. Internal Audit Review of MPA/MPS Diversity Processes. Delivery of joined-up working between the MPA/MPS.
4. Mayors Equalities Budget. – Implementing the recommendations of the budgeting process.
5. Local Government Equalities Standards – progress towards level 5.

Step Change

This is the Mayor of London / GLA / MPA – sponsored change in establishment of the MPS in order for it to deliver ward-based policing, with dedicated teams of officers and PCSOs on every ward. This will act as a major driver in our delivery of services, and raise the importance of relationships with communities to a higher operational pitch. The long-term commitment of officers to small geographical areas will bring local community concerns to the forefront of police activity, and impact on the quality of life of communities by suppressing public order hate crime.

Improved local knowledge should ensure that police powers such as stop & search will be backed up by better intelligence.

ACTIVITY RELATED TO EQUALITIES EXPENDITURE

For data related to this section, see parts 1-4, following.

Internal Activity

HR Directorate

Training

General

All major elements of central training involve a degree of Diversity, and only highly specialist training is likely to be excluded. Foundation training and all promotion and leadership courses involve a significant diversity input.

Diversity Training

Specialist Diversity Training is planned from the Diversity training strategy unit, and further CRR training on boroughs will address both core issues and specific borough needs identified following inspections/support by the Diversity Directorate.

Recruitment

Positive action central team

Maximises the recruitment of women and individuals from minority ethnic groups to increase their representation in the workforce, including setting local Borough targets. Recruitment and marketing campaigns will focus primarily on recruiting from underrepresented groups.

HR builds on the work of the Positive Action (Central) Team and the joint MPA/MPS Recruitment Task Force by developing internal and external partnerships, e.g. with Staff Support Associations and community groups, to support women and individuals from ethnic and other minority groups who wish to join the MPS.

Is exploring the opportunities for developing a corporate process for recruiting Police Community Support Officers (PCSO) in conjunction with local partnerships, with a view to appointing more PCSOs from the various minority groups in the community they will serve.

Progression, Retention & other areas.

People Development

Introducing a Career Development Unit to encourage good practice, give advice, and set up a framework for police and civil staff career development, helping to address the particular needs of women and individuals from minority ethnic groups.

Services

Enhancing the processes for monitoring gender and ethnicity issues within the workforce with a view to identifying areas for action under the Race Relations Amendment Act, e.g. recruitment, selection, training, and distribution.

Endeavouring to retain experienced members of staff by actively promoting the benefits of working for the MPS, including flexible working and work/life balance. In partnership with the Development and Organisation Improvement Team (DOIT) focusing on the particular needs of women and individuals from minority groups.

Supporting the Diversity Directorate in working towards making the MPS responsive to the needs of people with disabilities, both those we employ and those for whom we provide a service.

Ensuring that the policies and processes we develop meet the needs of all minority groups within the workforce, including issues of gender, age, disability, ethnicity, sexual orientation, and faith.

In partnership with DOIT promoting the principles of fair treatment in the workplace for all employees, through the work of the new Fairness at Work Co-ordinator and implementation of the new grievance procedure.

Miscellaneous internal

Staff Associations

An umbrella group -Support Associations Meeting Up Regularly And Interacting (SAMURAI) has been established as a forum for the minority associations.

Building work

Property services department has provision for prayer rooms and 2 crèches/nurseries, but not in the current financial year.

Diversity Directorate activity.

(The work of the directorate straddles internal and external issues)

How it operates.

DCC4

The Diversity Directorate was founded from the Race and Violent crime task force. It consists of:

1. A re-investigations team, at 3 bases (2 from 6th Oct) across London, tasked with the re-investigation and review of unsolved crimes that have had a significant impact on community confidence, e.g. The Deptford fire.
2. Proactive task team and intelligence cell, tasked with analysis of hate crime across London, and operations to counter hate criminals.
3. Scotland Yard based team supporting the work of borough community safety units, and family liaison officer support.
4. Policy unit dealing with the Diversity Strategy, Lawrence Inquiry report and other strategic equalities recommendations. Servicing and supporting independent advice. Stop & Search disproportionality. Servicing MPA and GLA committees, e.g. BME cracking crime project, RESWG, EODB etc. Projects for socially excluded groups and strategic community reassurance. Youth Advisory Group.
5. Administrative support and performance information.
6. Strategic Disabilities Team, tasked with improving provision for disabled staff and service users, and ensuring that the service meets and exceeds the requirements of the DDA. Plans in hand for creation of Disability Advisory Group.

DCC6 - Development and Organisational Improvement team. (DOIT)

Internal Fair Practice

Female & Ethnic Minority Detective training programme (FEMDTP) - to improve the representation women and VEMs in detective departments.

Engender – The Gender strategy.
Enlighten – supporting work in internal LGBT issues. Preparation with HR for Employment Equality regulations 2003.
Engage – engaged with HR in analysing ageism in the workplace.
Embrace – Race issues. Multi-agency secondment scheme for VEM staff, High potential scheme.
Faithful. Preparation with HR for Employment Equality regulations 2003.

Leadership

Commissioner's Leadership Programme – the primary MPS mechanism for imparting key strategic leadership messages to the MPS, and leadership training for middle and senior ranks.

Refreshing Diversity

The work of the Diversity strategy is currently managed through a Diversity Board, chaired by Sir Ian Blair, a Diversity Forum, chaired by Commander Allen, and several workgroups to progress different areas of the strategy. Whilst this system has been effective to date, it is under review in order to drive the diversity agenda forward more effectively in the current corporate structure.

Borough Focus

In order to ensure that good practice is promulgated and bad practice is challenged, the Diversity Directorate plans to act as a borough-focused task force, inspecting and supporting boroughs in turn in ensuring policies and processes meet the needs of all Londoners. At present 28 Boroughs have established diversity strategies, and all have SMT leads for Diversity.

Service Delivery

Territorial Policing

The activities of TP are so widespread that it is difficult to quantify specific areas of equalities work. Most are referred to elsewhere in this report. Of specific note are CSUs, Borough Liaison Officers, Schools officers and Partnerships. However, areas of particular interest are noted here:

Stop & search

Recommendation 61 of the Stephen Lawrence Inquiry Report (recording all stops, not only stops and searches) is being rolled out with a phased pilot on Hackney borough. Handheld data collection devices will be tested on Tower Hamlets from November under a Home Office project.

Sapphire

Service-wide project improving rape investigation and victim care. The establishment of rape havens.

Delivering policing to women

DAC Howlett is the ACPO and MPS lead on delivering policing to women. DCI Sue Williams is now in post as the lead on gender issues in the Diversity Directorate.

Specialist Crime

CCRU

Cultural and Communities Resource Unit; A centrally-run database of officers with a variety of skills and knowledge that can assist specialist investigations.

Child Protection

Although all work in this department has an equalities impact by virtue of the age of the victims, the following notable areas of work are being developed;

- Specialist independent advice for child abuse cases.
- Unaccompanied children project at Heathrow.

Trident

Trident will continue its work in the field of combating the use of firearms on the streets of London, with particular focus of black suspect on black victim gun crime. Trident combines a mix of high level Partnership with in-house Intelligence, Reactive and Proactive functions. Though Trident crime has increased since its inception in July 2000 Trident OCU has removed a huge number of firearms, drugs and gunmen from London's streets. Current firearms offences trends are downwards.

Specialist Operations

Terrorism

The Anti-Terrorist branch has developed good working relationships with organisations and individuals who can give operational advice on cultural issues, so as to maximise intelligence whilst minimising community impact. It also makes use of the skills of officers from the CCRU database.

Community Reassurance (with Diversity directorate)

ACSO regularly meets with the Muslim Safety Forum, which is an amalgam of virtually all the Muslim community groups from across London; the Community Security Trust, which represents the Jewish faith in London; and the Hindu and Sikh Community Forums. The latter are fairly nebulous and the name is one that the MPS has given to the separate Sikh and Hindu groups, so they may not be recognised outside the MPS. ACSO has monthly meetings with these groups.

Diversity Champions

Each OCU has an SMT Diversity Champion.

Diversity Advisor

SO & SC share a full time diversity advisor, who works on projects to create a more representative workforce. This person has also established the Diversity Excellence model within SO.

Climate survey

The Diversity Climate Survey is used to evaluate OCUs.

EQUALITIES FOR ALL – SERVICE IMPROVEMENT PLAN.

Summarised below is the current status of the MPS's work in responding to the Best Value review of equalities. Whilst previous Equalities Budget submissions have followed the format of the SIP, the current format does not lend itself to cross referencing with the SIP.

Vision and Leadership

1. *The GLA Group adopt a commonly shared vision in respect of equalities*

Complete. Signed up to at launch.

2. *The GLA Group adopt six high level equalities categories for service and employment purposes [Gender, race, sexuality, disability, age and faith]*

Agreed at Diversity Board. Now fully implemented into policy clearing house system so that all service policies have been, are in the process of, or will be scoped with reference to the 6 categories.

3. *Each organisation review and identify the appropriate target groups for their services.*

Continuous work through Diversity Forum and sub-committees, however, the socially excluded and target groups list has been widely promulgated throughout the service.

4. *The GLA Group commit to achieving Level 5 of the Equalities Standard by 31 March 2005*

As stated during the inspection, the MPS is unlikely to meet the personnel targets demanded by level 5, however the management and monitoring systems using MetHR should be level 5 compliant by 2005.

5. *The GLA Group adopts the social model of disability.*

The Disability Board has formally adopted this as service policy in respect of disabilities, and the model is in the process of being explained to staff through central diversity lectures at New Scotland Yard

6. *A London Standard for Equalities be developed and promoted.*

To be progressed jointly with GLA equalities officers group.

Exemplary Employer

7. *The GLA Group adopts the definition of "Exemplary Employer".*

Awaits approach by GLA.

8. *GLA Group adopt and implement the exemplary employer benchmark template to ensure continuous improvement*

Dependant on 7, above.

9. *The GLA Group establish an HR Officers Network.*

Established. MPS represented.

10. *GLA Group should establish challenging equalities recruitment targets.*

The MPS is facing serious difficulties reaching recruitment targets that were set with the HO at a time when London's population was less diverse than it is now. Whilst PCSO recruitment has seen the number of VEM officers at 38%, other areas of police staffing, particularly police officers, lag far behind the long-term target of 25%.

11. GLA Group should identify and address the disparities between different staff groups.

DOIT is progressing work in relation to the 6 equalities groups, and also police (civil) staff and part time workers.

12. The GLA Group jointly commission an independent process to devise a common exit interview methodology so that all staff leavers have an opportunity to discuss their experience of the GLA Group in a confidential way as part of an independent and confidential process.

The HR directorate has commissioned an external company to perform a pilot exit survey, with a view to establishing an independent long-term process within the MPS.

Service Improvement

13. The GLA Group to research, analyses, report and disseminate information on services in a co-ordinated way [internally/externally]. The information should be produced in accessible formats for key equality target groups.

Awaits GLA lead, however, MPS publications, where relevant are produced in a growing range of appropriate languages and media: large print, electronically for electronic reading programmes for blind people, Braille (police warrant cards now have POLICE in Braille on them).

14. Each GLA Group organisation reviews its functions and services to ensure that all equalities targets [in respect of service delivery] are set with appropriate systems for monitoring them and reporting the results.

Police Notice 2 of 2003 notified Boroughs of the initial stage of this monitoring: -

The Deputy Commissioner has agreed four key areas upon which boroughs will be required to concentrate their examination of disproportionality:

- stop and search;
- crime investigation (total notifiable offences screened in and detected);
- case disposal of all arrests (including stop and search arrests); and
- complaints against police.

This will be carried out by a phased approach, and boroughs are required to start immediately by examining stop and search. To assist, PIB now publishes monthly on their Intranet site the stop and search figures for each borough, shown by ethnicity, gender and age groups.

15. The GLA and each organisation agree the key targets and equality related indicators to be included in the quarterly performance reports submitted to the Mayor.

GLA and MPS/MPA work on Equalities Budget process.

16. The GLA Group undertake a review of existing methods of community liaison and make recommendations on how best to deliver a more joined up approach to community liaison including improvements in sharing information.

The MPS, through the Diversity Directorate, has established nominated borough leads for LGBT, travellers, & Athena sport (anti-racism in sport). There are established borough liaison and partnership units.

17. The GLA Group undertake a review of the existing methods of conducting equalities impact assessments across the GLA Group and develop appropriate support and training for staff to ensure that the outcomes are implemented.

GLA led. NB The MPS has established a policy clearing house process to ensure Equalities impact assessments are carried out in respect of new policies.

18. Establish a Complaints Forum

Rep from DCC8 to be nominated when forum established by GLA.

Consultation

19. The GLA Group review and strengthen the terms of reference for the Consultation Network [CN]

GLA led.

20. The GLA Group reconstitute the Equalities Commission.

GLA led.

21. The GLA Group use the Equalities Commission to:

- ***Advise on the consultation undertaken and planned and advise on the impact on strategic planning;***
- ***Play a role in reviewing consultation undertaken and assisting with the dissemination of the results of consultation;***
- ***Advise on the performance of the GLA Group in respect of equalities issues.***

GLA led.

22. The “Equalities for All” Review recommends that the “Listening to Londoners” Review address some key issues.

GLA led.

Culture Change

23. High-level commitment to the review’s findings and recommendations to be publicly stated.

Complete. Official launch at City Hall.

24. Mainstream equalities throughout each of the GLA Group organisations.

Equalities targets integrated into corporate and departmental plans. Progress reported at Diversity Board and Management Board level. Standing item at Management Board.

Equalities issued mainstreamed down to street/public contact level through 'Policing Diversity' handbook, which is personal issue to all front-line staff, and by CRR training. Each Borough OCU, Westminster City OCU & Heathrow has established a local Diversity Action Plan.

25. The GLA Group use the communications network to ensure information flows through the different levels of each organisation

Two-way briefings performed regularly by Sir John Stevens to large numbers of staff, and giving clear commitment to equalities issues.
HR group to review communications.

26. The GLA Group agree to a programme of management and culture change and investigate their existing policies and legislation governing their services to identify and remedy issues that impede the mainstreaming of equalities.

DOIT team in process of identifying internal barriers. PACT researching external barriers to recruitment.

DTSU developing model for managing diversity.

Staff consulted through surveys, focus groups for minority staff.

27. The GLA Group establish an Equalities Network.

GLA led.

Performance Management

28. The GLA develop, in partnership with the functional bodies, a set of equality indicators to complement the corporate health indicators currently monitored and reported on.

GLA led.

29. The GLA Group adapt the CRE's toolkit for auditing race equality to address the areas of race, gender and disability.

GLA led.

30. A procurement officers' network should be established.

Established.

31. The LDA develop specific procurement strategies.

LDA led.

32. The Economics Group, the Data Management and Analysis Group and the Policy Support Unit to work closely together to review/explore methods of systematically collecting information on demographic trends in respect of equality target groups.

GLA led.

33. GLA to promote the effective dissemination of data and information relating to equality groups [within the GLA Group]

GLA led.

34. The GLA develops the process of integrating the equalities agenda with the budgets and business plans of the GLA Group.

Ongoing process between GLA and MPS/MPA.

35. The GLA Group adopt the Service Improvement Plan.

Presented and signed up to.

36. The Chief Executive of each organisation to be responsible for implementation of Service Improvement Plan.

Signed up to by Commander Diversity on behalf of the Commissioner.

RECOMMENDATIONS OF THE BUDGET & EQUALITIES PROCESS REPORT OF MAY 2003-07

The MPS approach to these issues must be long term and strategic; the impression often given is of short-term expediency where particular subjects are pursued for a short time, then effectively allowed to lapse. The equalities agenda needs constant prioritisation by all the service's senior officers. This needs to be supported by the introduction of a range of appropriate targets to address any disparities and gaps in the workforce profile of the organisation.

- Monitoring is in the process of being introduced in our datasets to include Disability, Faith & Sexual Orientation, in order to monitor the six equality groups in the review.

The MPS must treat the meeting of recruitment targets for black and minority ethnic officers as a matter of the highest priority. The reduction of the joiners target for black and minority ethnic officers is only acceptable if it is backed by a clear new strategy underwritten by top level commitment to its delivery by the Commissioner, his senior staff and the MPA. This strategy must consider the advantages of a multi tier entry strategy in helping the MPS meet its recruitment targets.

- This continues to be a priority issue for the service and within the 'Priorities for Excellence' objectives for this year's corporate strategy, with measurable targets.

The MPS should establish a clear disability employment strategy, complemented by high-level leadership and appropriate targets.

- Disability Vision was submitted in July. No targets can be set until reliable data are collectable by MPS systems – see para above.

Within the police service, after adjusting the leaving data for retirements, women and black and minority ethnic officers are disproportionately more likely to leave the force. The MPS needs to research the reasons for this carefully and should introduce a rigorous system of exit interviews whose results are monitored and published, as recommended in the Best Value Review.

- The BV review recommended that the GLA wide HR network should progress this with a common exit survey package. As this has not been progressed, the MPS has moved on independently. The MPS is outsourcing the process on a 6-month trial basis.

The MPS should examine the evidence of a glass ceiling affecting both black and minority ethnic and women employees and officers. Targets should be established for both groups for the ranks of inspector up and for bands A & B civilian staff, together with appropriate positive action strategies.

- There needs to be a clear understanding of the factors affecting MPS promotion data. Sworn police staff necessarily meet promotion criteria when they have the necessary policing experience – generally reflected in years of service. As a consequence, the promotion figures reflect the demographics of the service bands they are drawn from. In general sergeants are in the 5+ year bands, Inspectors 10+ years, Chief inspectors 14+ years plus, and so on. Removal of service criteria for promotion was designed to counteract this, but experience still needs to be gained over time. The 0-5 support scheme for VEMs should help reduce this time period. Comparisons should therefore be made with the demographics of the service bands. On this basis, EM data show a

good correlation and do not support the contention that there is a glass ceiling. Raw promotion data indicate that the MPS promotes proportionately more ethnic minority and female candidates than the norm.

Although the equalities implications of the results of promotion panels are formally monitored promotion panel results should be considered as part of the performance appraisal of the relevant individual officers.

- Whilst this may be relevant to job descriptions of those permanently employed in this area, the majority of panel members are volunteers from other departments, whose performance monitoring is managed at their place of work. The MPS does not consider that this is achievable.

Recognising the MPS excellent recent achievements in combating hate crime, the Mayor has already indicated his dissatisfaction with the target of 17% for domestic violence; the MPS should consider increasing the target for judicial disposal to 25%. Best practice from other forces shows that this target is attainable. He has also indicated that he would like crimes carried out against people because of their disability to be adjudged a category of hate crime and properly monitored with appropriate targets.

- No UK forces achieve 25% judicial disposal. We understand that the best practice figure comes from the USA, where reporting systems & counting rules differ considerably from the UK.
- The monitoring of Hate Crime against Disabled persons is an area that will require a modification to the CRIS crime database. This will be achievable in the new version of CRIS. This will be progressed through the Hate Crime and Disability strands of the Diversity Strategy.

The MPS has achieved considerable improvement during 2002-03 in increasing their judicial disposal rates for rape, racist and homophobic crimes. Given this improvement they should consider increasing their 2003-04 targets, all of which were actually achieved in 2002-03.

- NB. The targets for 2003-4 are;
Rape – judicial disposal 25%
Domestic violence – judicial disposal 17%
Hate crime – judicial disposal 18%
These were published widely at the start of the financial year. There needs to be more detailed discussion between the GLA, MPA and MPS about what realistic changes could be made for next year.

BUDGET DATA

PART 1 - HUMAN RESOURCES AND INTERNAL EXPENDITURE

Staff costs

2003/04 Budgeted staff numbers Post	2004/05 Estimated Budget	2003/04 Budget	2002/03 outturn
20.0 Diversity Directorate - Strategic relationships + policy & project management	1,054,593	1,023,876	957,559
10.0 Diversity Directorate - Management and support	433,005	420,393	362,118
4.6 Diversity Directorate - Strategic Disability Team (includes DoI staff time on DDA)	193,931	188,282	20,246
22.0 DOIT	1,068,107	1,036,997	878,563
10.0 Employment Tribunal & Grievance Unit	329,350	319,758	203,821
1.7 DPA staff - Diversity press officers and internal Diversity communication	55,509	53,892	52,836
20.0 Positive Action Team	870,324	844,975	531,933
1.3 Staff working to support the Black Police Association	38,557	37,434	36,401
1.0 Staff working to support the Sikh Association	30,467	29,580	26,162
1.0 Diversity advisor/co-ordinator within SO	50,877	49,396	40,404
5.0 Diversity Training Strategy Unit	262,281	254,642	549,263
30.0 Staff delivering and developing CRR training	1,519,400	1,475,146	1,526,024
2.5 Staff working on Equalities-related building work	106,111	103,020	101,000
129.1 Total	6,012,512	5,837,391	5,286,330

Staff costs include pay, allowances, overtime and employers NI and pension contributions.

Training

Description of training	No of staff trained	2004/05 Estimated Budget	2003/04 Budget	2002/03 outturn
Diversity Training		1,153,200	1,153,200	1,068,366
<i>Staff costs included in staffing table above</i>				
Total		1,153,200	1,153,200	1,068,366

Recruitment

Area	2004/05 Estimated Budget	2003/04 Budget	2002/03 outturn
Positive Action	1,307,000	1,307,000	1,385,196
<i>Costs associated with developing a representative workforce at all levels within the MPS.</i>			
<i>Staff costs included in staffing table above.</i>			

Expenditure on self-organised staff groups

Group	2004/05 Estimated Budget	2003/04 Budget	2002/03 outturn
Black Police Association - on costs and facilitating costs (staff costs included in staffing table above)	166,856	166,856	157,417
Sikh Association - on costs and facilitating costs (staff costs included in staffing table above)	18,200	18,200	6,386
Provisional budget for funding other staff associations (see below)	5,000	5,000	2,000
Total	190,056	190,056	165,803

Other staff associations - Association of Muslim Police, Lesbian & Gay Police Association, Association of Senior Women Officers, Disabled staff association, Greek Staff Association, Christian Staff Association, Jewish Police Association, Anglo-Italian Police Staff Association, British Association of Women Police, Hindu Association and Turkish & Cypriot Association. SAMURAI forum for staff assoc.

Other internal equalities based expenditure

Group	2004/05 Estimated Budget	2003/04 Budget	2002/03 outturn
Internal Positive Action and Corporate Leadership Programme (<i>staff costs included in staffing table above</i>)	1,158,220	1,326,220	880,868
Independent Advisory Group (facilitating costs, no staff)	113,000	113,000	36,712
Lesbian, gay, bisexual and transgender group (facilitating costs, no staff)	70,000	70,000	51,622
On costs associated with all abovementioned staffing costs	590,531	674,265	522,072
Total	1,931,751	2,183,485	1,491,274

PART 1 SUMMARY

2003/04 Budgeted staff numbers	Type of expenditure	2004/05 Estimated Budget	2003/04 Budget	2002/03 outturn
129.1	Staff who work full time on equalities	6,012,512	5,837,391	5,286,330
	Training	1,153,200	1,153,200	1,068,366
	Recruitment	1,307,000	1,307,000	1,385,196
	Self organised groups	190,056	190,056	165,803
	Other	1,931,751	2,183,485	1,491,274
129.1	Total	10,594,519	10,671,132	9,396,969

Notes

All figures relating to the 2004/05 budget are provisional

Note: All staff involved in reviewing or developing policy, or monitoring RRA activity inevitably work on equalities for a significant proportion of their time. Workforce planning staff provide breakdowns of staffing across equalities groups, so their work is equalities focused. Equalities features in all general & management training. The HR board focuses heavily on Equalities issues, and it is at this board that internal diversity performance is scrutinised.

PART 2 HUMAN RESOURCES DATA – POLICE OFFICERS

STAFFING ANALYSIS AT 31 MARCH 2003

Figures are Full Time Equivalents (FTE)	MEN	MEN	WOMEN	WOMEN	DISABLED PEOPLE
	Top 5% of earners	Total Organisation	Top 5% of earners	Total Organisation	Total
White		22450.74		4451.23	2
Mixed		183		55.92	0
Asian or Asian British		442.01		56.98	0
Black or Black British		414.78		146.11	0
Chinese or other		230.4		45.5	0
Total		23720.93		4755.74	0

JOINERS IN 2002-03

Figures are headcount	MEN	WOMEN	DISABLED PEOPLE
White	2482.53	628.7	0
Mixed	66	22	0
Asian or Asian British	118	12.78	0
Black or Black British	69	33	0
Chinese or other	45	12	0
Total	2780.53	708.48	0

LEAVERS IN 2002-03

Figures are Full Time Equivalents (FTE)	MEN	WOMEN	DISABLED PEOPLE
White	1414.64	201.76	0
Mixed	13	1	0
Asian or Asian British	31.4	3.4	0
Black or Black British	23	5	0
Chinese or other	24	9.92	0
Total	1506.04	221.08	0

ETHNIC AND GENDER ANALYSES OF GRIEVANCES TAKEN OUT 2002-03

	Men	Women	Disabled People
White	33	24	
Mixed		2	
Asian or Asian British	2	2	
Black or Black British	4	1	
Chinese or other	2	1	
Unknown	3	2	

There is no record of whether an individual lodging a grievance has a disability. However, of the 76 new grievances lodged, 2 related to disability issues.

DISCIPLINARY ACTIONS STARTED IN 2002-03

	MEN	WOMEN	DISABLED PEOPLE
White	96	4	
Mixed			
Asian or Asian British	2	1	
Black or Black British	2		
Chinese or other	2		
Total	102	5	

PERMANENT PROMOTIONS MADE IN 2002-03

Figures are Full Time Equivalents (FTE)	MEN	WOMEN	DISABLED PEOPLE
White	781	102.82	0
Mixed	6	3	0
Asian or Asian British	17	0	0
Black or Black British	6	1	0
Chinese or other	12	2.5	0
Total	822	109.32	0

TEMPORARY PROMOTIONS MADE IN 2002-03

Figures are Full Time Equivalents (FTE)	MEN	WOMEN	DISABLED PEOPLE
White	101	13.9	0
Mixed	0	1	0
Asian or Asian British	0	1	0
Black or Black British	1	0	0
Chinese or other	0	0	0
Total	102	15.9	0

EMPLOYMENT TRIBUNAL CASES TAKEN OUT 2002-03

	Men	Women	Disabled People
White	22	32	
Mixed			
Asian or Asian British	6	6	
Black or Black British	7	5	
Chinese or other	1		
Unknown	1	6	

There is no record of whether an individual bringing a tribunal claim has a disability. However, of the 86 new employment tribunal cases 8 were relating to Disability Discrimination claims

OUTCOMES OF EMPLOYMENT TRIBUNALS

Outcomes of employment tribunal claims in 2002/03 show that 82% (62) cases were withdrawn by applicants and 12% (9) cases were settled. 6% (4) cases went to a contested hearing at which outcomes were evenly divided with 2 cases won and 2 lost. The 2 cases lost are the subject of appeal by the MPS. No awards have been made against the MPS. No exceptional/significant cases were heard or settled. The total sum paid for the year was less than £60,000 in settlement of 9 claims. A matter of policy raised by one of these cases involved recruitment and vetting arrangements. These arrangements both internally to the MPS and nationally are under review. Other learning arising from claims included the need to take account of the applicant's wishes when arriving at a proportionate response to legitimate complaints and an organisational review of a directorate.

STAFFING ANALYSIS AT 31 AUGUST 2003

	MEN	MEN	WOMEN	WOMEN	DISABLED PEOPLE
	Top 5% of earners	Total Organisation	Top 5% of earners	Total Organisation	Total
White		22912.51		4672.55	7.75
Mixed		197		55.62	
Asian or Asian British		484.84		67.96	1
Black or Black British		430.77		148.31	
Chinese or other		254.41		54.5	
Total		24279.53		4998.94	8.75

JOINERS 1 APRIL 2003-31 AUGUST 2003

	MEN	WOMEN	DISABLED PEOPLE
White	1011	314	
Mixed	24	4	
Asian or Asian British	54	6	
Black or Black British	41	10	
Chinese or other	22	6	
Total	1152	340	

LEAVERS 1 APRIL 2003-31 AUGUST 2003

	MEN	WOMEN	DISABLED PEOPLE
White	543.71	80.39	
Mixed	9	3	
Asian or Asian British	18	2.4	
Black or Black British	16	4	
Chinese or other	6	4	
Total	592.71	90.79	

HUMAN RESOURCE TARGETS)

	31/3/04 Target	31/3/03 Target	31/3/03 Actual
% of black and ethnic minority staff		1970	5.53%
% of women staff		5374	16.7%
% of black and ethnic minority staff in top 5% of earners			
% of women in top 5% of earners			
% of women joiners		860	20.31%
% of black and ethnic minority joiners		516	10.74%
% of staff who are disabled			
Other (Please Specify)			

PART 2 HUMAN RESOURCES DATA – POLICE (CIVIL) STAFF, TRAFFIC WARDENS & PCSOs

STAFFING ANALYSIS AT 31 MARCH 2003

Figures are Full Time Equivalents (FTE)	MEN	MEN	WOMEN	WOMEN	DISABLED PEOPLE
	Top 5% of earners	Total Organisation	Top 5% of earners	Total Organisation	Total
White		4329.66		5432.05	67.37
Mixed		37		77.11	1
Asian or Asian British		284.49		423.24	3.5
Black or Black British		383.1		887.71	2
Chinese or other		108.38		159	4
Total		5142.63		6979.11`	77.87

JOINERS IN 2002-03

Figures are Full Time Equivalents (FTE)	MEN	WOMEN	DISABLED PEOPLE
White	723.59	666.78	1
Mixed	14	20	0
Asian or Asian British	75.07	49.89	0
Black or Black British	107.56	98.25	0
Chinese or other	22.47	21.27	0
Total	942.69	856.19	1

LEAVERS IN 2002-03

Figures are Full Time Equivalents (FTE)	MEN	WOMEN	DISABLED PEOPLE
White	319.32	380.89	4.4
Mixed	3	7.84	0
Asian or Asian British	27	21.95	1.5
Black or Black British	21	58.36	0
Chinese or other	6.56	12.19	0
Total	376.88	481.23	5.9

ETHNIC AND GENDER ANALYSES OF GRIEVANCES TAKEN OUT DURING 2002-03

	Men	Women	Disabled People
White	13	9	
Mixed			
Asian or Asian British		1	
Black or Black British	1	1	
Chinese or other			
Unknown		2	

There is no record of whether an individual lodging a grievance has a disability. However, of the 27 new grievances, 0 related to disability issues. On 5 May 2003 the MPS launched Fairness at Work to replace the grievance procedure, details of FAW procedures are given below.

DISCIPLINARY ACTIONS STARTED IN 2002-03

	MEN	WOMEN	DISABLED PEOPLE
White	22	8	
Mixed			
Asian or Asian British	6		
Black or Black British	1	10	
Chinese or other	3	1	
Total	32	19	

Discipline data on police staff is not collected in the same manner as police officers. HR is notified by local units when a case is complete, or in the case of active cases, where an individual is suspended. For this reason the figures appear low.

PERMANENT PROMOTIONS MADE IN 2002-03

	MEN	WOMEN	DISABLED PEOPLE
White	308	49.73	0
Mixed	1	0	0
Asian or Asian British	11	0	0
Black or Black British	2	1	0
Chinese or other			
Total			

TEMPORARY PROMOTIONS MADE IN 2002-03

	MEN	WOMEN	DISABLED PEOPLE
White	26.69	6	0

Mixed	0	0	0
Asian or Asian British	1	0	0
Black or Black British	0	0	0
Chinese or other	0	2	0
Total	27.69	8	0

STAFFING ANALYSIS AT 31 AUGUST 2003

	MEN	MEN	WOMEN	WOMEN	DISABLED PEOPLE
	Top 5% of earners	Total Organisation	Top 5% of earners	Total Organisation	Total
White		4550.84		5625.46	66.93
Mixed		42		92.22	
Asian or Asian British		349.43		443.18	3
Black or Black British		432.23		957.36	2
Chinese or other		123.7		169.77	3
Total		5498.20		7287.99	75.93

JOINERS 1 APRIL 2003-31 AUGUST 2003

	MEN	WOMEN	DISABLED PEOPLE
White	359.08	395.12	1
Mixed	9	15.68	0
Asian or Asian British	88.08	27.85	0
Black or Black British	60.88	70.68	0
Chinese or other	50.33	25.42	0
Total	567.37	534.75	1

LEAVERS 1 APRIL 2003-31 AUGUST 2003

	MEN	WOMEN	DISABLED PEOPLE
White	132.51	195.98	4.44
Mixed	1	1.79	0
Asian or Asian British	7	9.94	1.5
Black or Black British	8.44	15.59	0
Chinese or other	7.79	6.83	0
Total	156.74	230.13	5.94

ETHNIC AND GENDER ANALYSES OF FAIRNESS AT WORK CASES UP-TO 31/8/03

	Men	Women	Disabled People
White	36	15	
Mixed			
Asian or Asian British	2	1	
Black or Black British		2	
Chinese or other	1	1	
Unknown			
Total	39	19	

A total of 58 Fairness at Work cases.

DISCIPLINARY ACTIONS STARTED 1 APRIL-30 SEPTEMBER 2003

	MEN	WOMEN	DISABLED PEOPLE
White	11	9	
Mixed			
Asian or Asian British	2		
Black or Black British	5	1	
Chinese or other	1		
Total	19	10	

See note under disciplinary actions 2002-3 above.

PERMANENT PROMOTIONS 1 APRIL 2003-31 AUGUST 2003

	MEN	WOMEN	DISABLED PEOPLE
White	49	103.54	3
Mixed	1	1	0
Asian or Asian British	3	10.23	0
Black or Black British	0	12	0
Chinese or other	1	2	0
Total	54	129.77	1

TEMPORARY PROMOTIONS 1 APRIL 2003-31 AUGUST 2003

	MEN	WOMEN	DISABLED PEOPLE
White	37	38.23	1
Mixed	0	0	0
Asian or Asian British	0	4	0
Black or Black British	4	5.44	0
Chinese or other	0	0	0
Total	41	47.67	1

**EMPLOYMENT TRIBUNAL CASES TAKEN OUT 1 APRIL 2003-30
SEPTEMBER 2003**

	Men	Women	Disabled People
White	10	6	
Mixed			
Asian or Asian British		1	
Black or Black British	2	4	
Chinese or other			
Total	12	11	

OUTCOMES OF EMPLOYMENT TRIBUNALS

For the period 1 April to 31 July 2003 of those cases that were concluded 74% (38) were withdrawn by applicants. 20% (10) of cases were won by the MPS at a full merits hearing and no cases were lost. 6% (3) of cases were settled at a total cost of less than £20,000. It should be noted that these figures include multiple claims brought by a single applicant.

A civil action linked to an employment tribunal claim was also settled in this period at a cost of £270,000.

As a result of issues from certain claims in this period good practice advice on the topics of selection and sickness management has been provided to all MPS personnel.

HUMAN RESOURCE TARGETS

	31/3/04 Target	31/3/03 Target	31/3/03 Actual
% of black and ethnic minority staff			19.47
% of women staff			57.58
% of black and ethnic minority staff in top 5% of earners			
% of women in top 5% of earners			
% of women joiners			47.60
% of black and ethnic minority joiners			22.71
% of staff who are disabled			
Other (Please Specify)			

PART 3 BUILDINGS AND FACILITIES

<i>Type of expenditure</i>	2004-05 Budget	2003-04 Budget	2002-03 Actual
	£000	£000	£000
Expenditure to makes buildings accessible to disabled staff	200 Revenue	200	200
Expenditure to make facilities available to women staff			
Expenditure to make buildings accessible to disabled people	4450 CAPITAL	3000	1233
Expenditure to ensure facilities are available for women			
Other (Please Specify)			

** Costs above benefit disabled staff and disabled people generally, and are not subdivided.

PART 3 TARGETS

Targets	31/3/05 Target	31/3/04 Target	31/3/03 Actual
% of buildings fully accessible to disabled staff	64%	64%	61%
% of buildings fully accessible to disabled members of the public	70%	64%	61%
% of buildings providing full facilities for women staff	99%	99%	99%
% of buildings providing full facilities for women members of the public.	100%	100%	100%
Other (please specify)			

PART 4 SERVICES TO THE PUBLIC

Budgeted Staff numbers 2003/04 Service	2004/05 estimated budgets		2003/04 budgets		2002/03 outturn	
	Staff	Overheads	Staff	Overheads	Staff	Overheads
Community Safety Units (inc Public Protection Units, Vulnerable Persons Units and Sexual Offences 605 Investigations Teams)	29,005,044	7,040,059	28,160,237	7,040,059	25,846,087	6,461,522
97 Borough Liaison Officers and Misc	5,116,830	1,241,949	4,967,796	1,241,949	3,750,245	937,561
20 Youth & Community Development	896,019	217,480	869,922	217,480	814,852	203,713
33 Safer Schools Partnerships	1,541,089	374,051	1,496,203	374,051	1,431,918	357,980
12 Project Sapphire	713,623	1,600,000	692,838	1,887,000	527,998	1,025,000
342 Operation Trident	22,047,931	1,964,667	16,064,688	1,520,667	13,808,915	1,725,079
4 Cultural & Community Resource Unit	175,576	0	170,462	0	156,075	13,887
552 Child Protection	35,057,709	2,637,719	26,194,509	2,030,005	22,796,622	2,306,868
0 Interpreters' Fees		7,102,699		7,102,699		7,045,776
55 Diversity Directorate - Reinvestigations Team	2,970,848	458,357	2,884,319	565,258	3,161,200	507,392
Diversity Directorate - Proactivity and Intelligence 54 Team	2,842,685	450,023	2,759,889	554,981	2,463,191	396,400
27 Diversity Directorate - Service Delivery Team	1,433,129	225,012	1,391,388	277,490	1,353,739	211,413

Diversity Directorate - Review Team	516,998	75,004	501,940	92,497		
0.5 Diversity Police Press Officer	16,326		15,851		15,540	
Publicity campaigns		700,000		700,000		376,300
1 Arrest Referral Scheme	64,379	890,852	62,504	890,852	61,411	920,344
Roll out of female MetVests		0		1,000,000		0
1,802 Total	102,398,189	24,977,872	86,232,545	25,494,989	76,187,793	22,489,235

Notes

All figures relating to the 2004/05 budget are provisional

Note: Although Stop & search has a significant equalities impact, it is so embedded into the day to day policing of the MPS that it is not possible to identify specific costs. There will, nevertheless be future costs of handheld stop and search devices if these are approved for use.