

# ACHIEVING EQUALITY, IMPROVING CONFIDENCE

**MPS DIVERSITY AND EQUALITY STRATEGY 2009-2013**

## Workbook for the Equality Standard for the Police Service



**METROPOLITAN  
POLICE**

Working together for a safer London

**DIVERSITY AND CITIZEN  
FOCUS DIRECTORATE**  
ACHIEVING EQUALITY, IMPROVING CONFIDENCE



# Guidance Notes

# How to use this workbook (1)

- There are 22 indicators in the ESPS.
- The workbook contains two sections for each ESPS indicator: a guidance page and an evidence page.
- The workbook provides you with one place in which to record your local evidence for each indicator. The same workbook will be provided to all business areas across the MPS.
- The ESPS is about continual performance improvement and service delivery. Therefore, the completion of this workbook will involve a ongoing process of collecting evidence, and regular monitoring and review.
- Evidence of real activity and outcomes that demonstrates that you meet the criteria for each ESPS indicator needs to be collated in this workbook. Often this activity will already be taking place as part of your core business, but sometimes new activity will need to be initiated. Further information and guidance will be provided for each ESPS indicator about the range and type of evidence that can be provided. It is important to be discerning in providing evidence and not to cite everything that may have only peripheral relevance. Please make sure that you avoid local acronyms and explain any terminology used.

# How to use this workbook (2)

- Resources required to collate and submit evidence will vary. Each business area will have a nominated Single Point of Contact (SPOC) who will be the link between you, DCFD and your local SMT. Your SPOC will be responsible for carrying out initial quality assurance of the evidence collected and will ensure that it is sufficient, relevant and appropriate.
- The evidence you collect can also be used to provide evidence for other MPS or external inspections and audits. Information is provided in this workbook for each ESPS indicator to explain which other processes, strategies, performance measures and programmes you can use the evidence for.
- Not all ESPS indicators will be relevant to your area of business. Your nominated DCF Advisor will work with you to identify which indicators are relevant for you to complete.
- DCFD will be providing you with ongoing support throughout the process. Please contact your nominated DCF Advisor, telephone the DCFD Helpdesk on 782719 or send an email to the mailbox: “DCFD Mailbox - Diversity Advisors”.

# Explaining the guidance page for each indicator

One page of guidance is provided for each ESPS indicator. The indicator itself is highlighted in bold across the top of the page

The “**Evidence Base**” section provides information about what evidence that you should include when completing the workbook

The “**Focus Areas**” section provides information about the day to day activity that you should focus on when providing evidence

The “**Guidance and Support**” section provides additional questions you can answer and information sources you can use if you are still not sure about what evidence to provide

The “**Links**” section shows you the other strategies, performance measures and programmes you will be able to provide evidence for by completing this ESPS indicator

<b>Indicator</b>	<b>1B. Working with partners, the organisation regularly updates the profiling of diverse individuals and communities to understand their experiences and their needs</b> Knowing about individuals and communities to support delivery according to need				
<b>Evidence Base</b>	<ul style="list-style-type: none"> <li>• A current community profile</li> <li>• Details of ward panel profiles</li> <li>• information from partners about community profiles that is used by MPS</li> </ul>				
<b>Focus Areas</b>	Ensuring effective use of partnership data to understand local communities; and address their priorities, vulnerabilities and needs				
	Effective profiling and understanding of communities	Gathering, sharing and using community intelligence	Improving information sharing		
<b>Guidance and Support</b>	<ul style="list-style-type: none"> <li>• Have you identified what sources of information might provide useful data?</li> <li>• Does it cover all equality strands?</li> <li>• Do you share info that may be useful with partner agencies/other directorates?</li> <li>• What is this information and how is it used to influence/ improve the service you provide?</li> <li>• How do you identify how your community is changing?</li> <li>• What equalities data/info is collected corporately and do you have access to this info?</li> <li>• How frequently is this looked at and do you use this information to develop your services?</li> </ul> <p><b>Potential information sources include:</b></p> <ul style="list-style-type: none"> <li>• Borough Demographic Profiles can be found on the intranet in the <i>Corporate One Stop Shop</i>.</li> <li>• Other information is available from MOSAIC database that local analysts will have access to.</li> <li>• Census data can be found on the website for the Office for National Statistics.</li> <li>• The Performance Information Bureau in DoI have purchased Census data on behalf of the MPS and the contact point in the MPS for all Census enquiries.</li> <li>• The experiences and opinions of London's residents are captured by the MPS Public Attitude Survey</li> <li>• Other information may be available from CDRPs and other external information sources (for example agencies and organisations covering different diversity strands locally and nationally).</li> </ul>				
<b>Links</b>	MPS Diversity & Equality Strategy: Fair & Responsive Services	Commissioner's 5 Ps: Performance	MPS Public Confidence Model: Fair treatment	Policing Pledge Point 1	Citizen Focus Hallmarks: Understanding p

# Explaining the evidence page for each indicator

One page of evidence is provided for each ESPS indicator. The indicator itself is highlighted in bold across the top of the page

The “**Evidence of Local Activity**” section is where evidence should be provided of local activity that supports the individual ESPS indicator. Remember to avoid local acronyms and explain any specific terminology used.

The “**Local Quality Assurance**” section is where the nominated Single Point of Contact in your business area carries out an initial quality assurance of the evidence provided for each indicator

The “**Corporate Quality Assurance**” section will be completed by your nominated DCF Advisor. Further meetings will take place with your SPOC and SMT once this section has been completed for each indicator to assist you in developing your local action plans to address any gaps identified

<b>Indicator</b>	<p><b>1B. Working with partners, the organisation regularly updates the profiling of diverse individuals and communities to understand their experiences and their needs</b> Knowing about individuals and communities to support delivery according to need</p>
<b>Evidence of local activity</b>	
<b>Local quality assurance</b>	<p> <input type="checkbox"/> Not in place                    <input type="checkbox"/> Currently being established                    <input type="checkbox"/> In place, but needs improving                    <input type="checkbox"/> In place and effective                  Any other comments: _____                  Name &amp; rank of person quality assuring the evidence _____                  Date of quality assurance _____             </p>
<b>Corporate quality assurance</b>	<p> <input type="checkbox"/> Not at all satisfactory                    <input type="checkbox"/> Not very satisfactory                    <input type="checkbox"/> Fairly satisfactory                    <input type="checkbox"/> Very satisfactory                  Any other comments: _____                  Name of DCFA quality assuring the evidence _____                  Date of quality assurance _____             </p>

**Remember** – this is a continual improvement tool. Local activities and evidence provided will change and be updated over time, as will the local and corporate quality assurance ratings, as will the action plans that are developed to address gaps.

# 'Operational Delivery' Indicators

## Meeting the needs of diverse individuals and communities

- 1B.** Working with partners, the organisation regularly updates the profiling of diverse individuals and communities to understand their experiences and their needs
- 2B.** The organisation ensures that the workforce has a practical understanding of disproportionality and the impact this can have on interactions with the public
- 3B.** The organisation ensures that the workforce understands how levels of satisfaction can differ according to the perceptions and needs of diverse individuals and communities
- 4B.** Those in the workforce who engage directly with the public demonstrate an understanding of diverse individuals' and communities' perceptions of 'quality of life' issues, and are able to use this knowledge to help them deliver their roles effectively
- 5B.** Work with partners identifies the factors that can create vulnerability for diverse individuals and communities, and action is taken to protect those people from harm
- 6B.** The organisation can demonstrate that it recognises heightened risks of disproportionality within arrest, custody, bail and disposal, and has action plans in place to tackle them
- 7B.** The organisation applies existing frameworks and guidance effectively to deliver improved services to meet the needs of diverse victims and witnesses
- 8B.** The organisation ensures that the workforce understands how serious crimes and organised crime affect diverse individuals and communities
- 9B.** The organisation ensures that the workforce understands how Terrorism and Domestic Extremism affects diverse individuals and communities
- 10B.** Informed by community profiles, the organisation ensures that those in the workforce having direct contact with diverse children/young people have the skills to engage with them
- 11B.** Analysis of groups of children/young people who may be at risk of becoming offenders and victims of crime informs planning and activity

# 'People and Culture' Indicators

## Building an inclusive and supportive working environment

- 12B.** Senior leaders communicate a Vision which promotes equality and Human Rights, values diversity and prioritises the elimination of discrimination and exclusionary behaviours
- 13B.** The organisation ensures its workforce (including contracted, voluntary and temporary staff) promotes equality and Human Rights, values diversity and addresses discrimination
- 14B.** The organisation engages with under-represented people in the workforce to identify and analyse barriers and specific experiences in relation to retention and progression
- 15B.** The organisation supports its Police Authority to set stretching and ambitious equality employment targets in consultation with local communities and the workforce
- 16B.** The organisation ensures that its workforce is treated and rewarded with equity, fairness and respect
- 17B.** The organisation identifies equality and diversity considerations relating to clothing and equipment in partnership with users

# 'Organisational Processes' Indicators

## Integrating equality across business areas

- 18B.** The organisation has defined its equality, diversity and Human Rights priorities, and set objectives and targets with partners
- 19B.** The organisation is able to identify all activities delivering positive equality outcomes and tackling disproportionality and discrimination
- 20B.** Those involved in procurement/ resourcing activity follow ACPO, PURE and OGC guidance on including equality and diversity
- 21B.** The organisation identifies equality and diversity considerations relating to buildings, infrastructure and fleet, in partnership with users
- 22B.** The organisation engages directly with diverse individuals, communities and relevant third-party agencies about the complaints system

# The Indicators

## Indicator

### 1B. Working with partners, the organisation regularly updates the profiling of diverse individuals and communities to understand their experiences and their needs

Knowing about individuals and communities to support delivery according to need

## Evidence Base

- A current community profile
- Details of ward panel profiles
- information from partners about community profiles that is used by MPS

## Focus Areas

Ensuring effective use of partnership data to understand local communities; and address their priorities/vulnerabilities and needs

Effective profiling and understanding of communities

Gathering, sharing and using community intelligence

Improving information sharing

## Guidance and Support

- Have you identified what sources of information might provide useful data?
- Does it cover all equality strands?
- Do you share info that may be useful with partner agencies/other directorates?
- What is this information and how is it used to influence/ improve the service you provide?
- How do you identify how your community is changing?
- What equalities data/info is collected corporately and do you have access to this info?
- How frequently is this looked at and do you use this information to develop your services?

#### Potential information sources include:

- Borough Demographic Profiles can be found on the intranet in the *Corporate One Stop Shop*.
- Other information is available from MOSAIC database that local analysts will have access to.
- Census data can be found on the website for the Office for National Statistics.
- The Performance Information Bureau in DoI have purchased Census data on behalf of the MPS and are the contact point in the MPS for all Census enquiries.
- The experiences and opinions of London's residents are captured by the MPS Public Attitude Survey.
- Other information may be available from CDRPs and other external information sources (for example, agencies and organisations covering different diversity strands locally and nationally).

## Links

MPS Diversity & Equality Strategy: Fair & Responsive Services

Commissioner's 5 Ps: Performance

MPS Public Confidence Model: Fair treatment

Policing Pledge Point 1

Citizen Focus Hallmarks: Understanding people

**Indicator**

**1B. Working with partners, the organisation regularly updates the profiling of diverse individuals and communities to understand their experiences and their needs**

Knowing about individuals and communities to support delivery according to need

**Evidence of local activity**

[Large empty rounded rectangular box for evidence of local activity]

**Local quality assurance**

Not in place    Currently being established    In place, but needs improving    In place and effective

Any other comments: \_\_\_\_\_

Name & rank of person quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

**Corporate quality assurance**

Not at all satisfactory    Not very satisfactory    Fairly satisfactory    Very satisfactory

Any other comments: \_\_\_\_\_

Name of DCFA quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

## Indicator

**2B. The organisation ensures that the workforce has a practical understanding of disproportionality and the impact this can have on interactions with the public**

Understanding impacts of disproportionality in encounters with the public

## Evidence Base

- Details of Diversity Training attended by the workforce
- PDRs

## Focus Areas

Maximising the potential of the workforce – including training, learning and development of the workforce

Empowering staff to use professional judgement

Equipping and empowering staff to deliver tailored services

Learning and Development

## Guidance and Support

- What diversity training takes place both at local and corporate level?
- How do you ensure that all of the workforce attends or has undertaken this training?
- Does the workforce feel that their skills have been improved?
- Is there a range of different learning methods to promote learning to a wide audience?

### Potential information sources include:

- Corporate and local results for the User Satisfaction Survey (Crime Victims) can be found on the Strategic Research and Analysis Unit (DoR) intranet site.
- Other documents available from SRAU discuss the BME/non-BME satisfaction gaps.
- An analysis of corporate performance data (including the perceptions of users) can be found as part of the Diversity Board reports on the Performance Development and Monitoring Unit (DCFD) intranet page.
- Other useful sources of information include the TPHQ Performance Unit intranet site for data from Key Performance and Review Meetings.
- Local and corporate EIAs should also have information about how local and corporate policies affect different communities.

## Links

MPS Diversity & Equality Strategy: Fair & Responsive Services

Commissioner's 5 Ps: Performance

MPS Public Confidence Model: Fair treatment

PSA 24

Policing Pledge Point 1

Citizen Focus Hallmarks: Understanding service

**Indicator**

**2B. The organisation ensures that the workforce has a practical understanding of disproportionality and the impact this can have on interactions with the public**

Understanding impacts of disproportionality in encounters with the public

**Evidence of local activity**

[Large empty rounded rectangular box for evidence of local activity]

**Local quality assurance**

Not in place    Currently being established    In place, but needs improving    In place and effective

Any other comments: \_\_\_\_\_

Name & rank of person quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

**Corporate quality assurance**

Not at all satisfactory    Not very satisfactory    Fairly satisfactory    Very satisfactory

Any other comments: \_\_\_\_\_

Name of DCFA quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

## Indicator

**3B. The organisation ensures that the workforce understands how levels of satisfaction can differ according to the perceptions and needs of diverse individuals and communities**

Understanding impacts of diversity on satisfaction levels

## Evidence Base

- Details of Diversity Training attended by staff

## Focus Areas

Maximising the potential of the workforce – including training, learning and development of the workforce

Empowering staff to use professional judgement

Equipping and empowering staff to deliver tailored services

Learning and Development

## Guidance and Support

- What diversity training takes place both at local and corporate level?
- How do you ensure that all of the workforce attends or has undertaken this training?
- Does the workforce feel that their skills have been improved?
- Is there a range of different learning methods to promote learning to a wide audience?

### Potential information sources include:

- Corporate and local results for the User Satisfaction Survey (Crime Victims) can be found on the Strategic Research and Analysis Unit (DoR) intranet site.
- Other documents available from SRAU discuss the BME/non-BME satisfaction gaps.
- An analysis of corporate performance data (including the perceptions of users) can be found as part of the Diversity Board reports on the Performance Development and Monitoring Unit (DCFD) intranet page.
- Other useful sources of information include the TPHQ Performance Unit intranet site for data from Key Performance and Review Meetings.
- Local and corporate EIAs should also have information about how local and corporate policies affect different communities.

## Links

MPS Diversity & Equality Strategy: Fair & Responsive Services

Commissioner's 5 Ps: Performance

MPS Public Confidence Model: Fair Treatment & Effectiveness in dealing with crime

Policing Pledge Points 1 & 10

Citizen Focus Hallmarks: Understanding service

**Indicator**

**3B. The organisation ensures that the workforce understands how levels of satisfaction can differ according to the perceptions and needs of diverse individuals and communities**

Understanding impacts of diversity on satisfaction levels

**Evidence  
of  
local  
activity**

[Large empty rounded rectangular box for evidence of local activity]

**Local  
quality  
assurance**

Not in place    Currently being established    In place, but needs improving    In place and effective

Any other comments: \_\_\_\_\_

Name & rank of person quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

**Corporate  
quality  
assurance**

Not at all satisfactory    Not very satisfactory    Fairly satisfactory    Very satisfactory

Any other comments: \_\_\_\_\_

Name of DCFA quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

## Indicator

**4B. Those in the workforce who engage directly with the public demonstrate an understanding of diverse individuals' and communities' perceptions of 'quality of life' issues, and are able to use this knowledge to help them deliver their roles effectively**

Understanding diversity in quality of life issues to improve services

## Evidence Base

- Higher level policing plan created from neighbourhood engagement that identified surveys and minutes of community meetings
- Letters to local media and communication channels taken into account
- Local plans

## Focus Areas

Making use of all communication tools to improve public perceptions of ASB ,working with partners to make outcomes visible to communities

Use of information for police and partners

Visibility targeted to priorities

Ensuring effective crime prevention, including tackling ASB

Empowering staff to use professional judgement

## Guidance and Support

- Do you hold regular meetings or ward panels with communities?
- How are issues relating to ASB dealt with at these meetings?
- Are there action plans or targets to demonstrate how you will respond to these issues?

### Potential information sources include:

- The experiences and opinions of London's residents on quality of life, fear of crime, worry about anti-social behaviour and perceptions of safety issues are captured by the MPS Public Attitude Survey. Corporate and local results can be found on the Strategic Research and Analysis Unit (DoR) intranet site.
- The Central Safer Neighbourhood Team has borough and corporate level information including an online Schools Survey.
- Local SNTs might also be able to assist.
- Local CDRPs might also have information about these issues and are a useful source of information.
- The GLA equalities publications such as "Focus on London" contain London-wide (and some borough level information on perceptions of different communities.

## Links

MPS Diversity & Equality Strategy: Community Engagement

Commissioner's 5 Ps: Presence

MPS Public Confidence Model: Engagement with the Community

PSA 13, 21, 23, 25

Policing Pledge Point 7

Citizen Focus Hallmarks Designing services & Delivering services

**Indicator**

**4B. Those in the workforce who engage directly with the public demonstrate an understanding of diverse individuals' and communities' perceptions of 'quality of life' issues, and are able to use this knowledge to help them deliver their roles effectively**

Understanding diversity in quality of life issues to improve services

**Evidence of local activity**

[Large empty rounded rectangular box for evidence of local activity]

**Local quality assurance**

Not in place    Currently being established    In place, but needs improving    In place and effective

Any other comments: \_\_\_\_\_

Name & rank of person quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

**Corporate quality assurance**

Not at all satisfactory    Not very satisfactory    Fairly satisfactory    Very satisfactory

Any other comments: \_\_\_\_\_

Name of DCFA quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

## Indicator

**5B. Work with partners identifies the factors that can create vulnerability for diverse individuals and communities, and action is taken to protect those people from harm**

Identifying factors for vulnerability

## Evidence Base

- An agreed procedure with local NHS partner on dealing with people going missing from hospital
- 'Designing out Crime' activity
- Awareness exercises
- Support workshops
- Crime Prevention activity
- CDRP work
- Work with partners e.g. Age Concern and Victim Support

## Focus Areas

Strengthening neighbourhood policing, improving information sharing and joining up service delivery

Joined up service delivery

Working with the third sector

Staff advocacy for partner services

Integrated service delivery

## Guidance and Support

- Is there a process in place for identifying vulnerability?
- Is this shared with partners?
- Are there agreed protocols and processes shared amongst partners to work with vulnerable communities /individuals when they have been assessed as vulnerable?

## Links

MPS Diversity & Equality Strategy: Fair & Responsive Services

Commissioner's 5 Ps: Performance

MPS Public Confidence Model: Effectiveness in dealing with crime

PSA 21, 23, 24

Policing Pledge Points 1 & 6

Citizen Focus Hallmarks: overall

**Indicator**

**5B. Work with partners identifies the factors that can create vulnerability for diverse individuals and communities, and action is taken to protect those people from harm**

Identifying factors for vulnerability

**Evidence of local activity**

[Large empty rounded rectangular box for evidence of local activity]

**Local quality assurance**

Not in place    Currently being established    In place, but needs improving    In place and effective

Any other comments: \_\_\_\_\_

Name & rank of person quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

**Corporate quality assurance**

Not at all satisfactory    Not very satisfactory    Fairly satisfactory    Very satisfactory

Any other comments: \_\_\_\_\_

Name of DCFA quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

## Indicator

**6B. The organisation can demonstrate that it recognises heightened risks of disproportionality within arrest, custody, bailing and disposal, and has action plans in place to tackle them**

Understanding impacts of disproportionality in policing aspects of the Criminal Justice System

## Evidence Base

The enhanced diversity and disproportionality awareness training provided to those working in Custody Learning and Development

## Focus Areas

Equipping staff with the understanding of how to deliver appropriate proportionate service to the public based on the individual circumstances and the people they are dealing with.

Maximising the potential of the workforce

Equipping and empowering staff to deliver tailored services

Learning and development

Empowering staff to use professional judgement

## Guidance and Support

- What diversity training is provided for the workforce and how is this evaluated?
- Does the workforce feel that their skills have improved and what evidence is there to support this?
- Is further diversity training provided that is relevant and specific to differing roles - how is the need for this identified and how is this implemented?

**Potential information sources include:**

- Operation Emerald – Custody data
- Data from the Performance Information Bureau (DoI)

## Links

MPS Diversity & Equality Strategy: Fair & Responsive Services

Commissioner's 5 Ps: Performance

MPS Public Confidence Model: Fair Treatment

PSA 24

Citizen Focus Hallmarks: Designing service & Delivering services

**Indicator**

**6B. The organisation can demonstrate that it recognises heightened risks of disproportionality within arrest, custody, bailing and disposal, and has action plans in place to tackle them**

Understanding impacts of disproportionality in policing aspects of the Criminal Justice System

**Evidence of local activity**

[Large empty rounded rectangular box for providing evidence of local activity]

**Local quality assurance**

Not in place    Currently being established    In place, but needs improving    In place and effective

Any other comments: \_\_\_\_\_

Name & rank of person quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

**Corporate quality assurance**

Not at all satisfactory    Not very satisfactory    Fairly satisfactory    Very satisfactory

Any other comments: \_\_\_\_\_

Name of DCFA quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

## Indicator

**7B. The organisation applies existing frameworks and guidance effectively to deliver improved services to meet the needs of diverse victims and witnesses**

Improving services to diverse victims and witnesses

## Evidence Base

- Evidence of joint protocols or partnership arrangements

## Focus Areas

Delivering the policing pledge, delivering fair practices and processes, providing a responsive visible and accessible service

Effective equality impact assessments

Ensuring effective use of partnership data

Improving information sharing

Understanding needs and expectations

## Guidance and Support

- What partnerships are in place and is there evidence of joint action plans that support these partnerships?
- What evidence is there of improved outcomes for communities?

**Potential information sources include:**

- Data from the Key Performance and Review Meetings can be viewed on TPHQ Performance Unit intranet site.
- Diversity and Equalities data can be viewed on the DCFD Performance Development and Monitoring Unit intranet site.
- User Satisfaction Survey results can be found on the Strategic Research and Analysis Unit (DoR) intranet site.
- CDRPs
- Local multi-agency panels focusing on domestic violence and hate crime

## Links

MPS Diversity & Equality Strategy: Fair & Responsive Services

Commissioner's 5 Ps: Performance

MPS Public Confidence Model: Effectiveness in dealing with crime

Policing Pledge Points 1 & 9

VCOP & Witness Charter

Citizen Focus Hallmarks: Understanding service & Delivering services

**Indicator**

**7B. The organisation applies existing frameworks and guidance effectively to deliver improved services to meet the needs of diverse victims and witnesses**

Improving services to diverse victims and witnesses

**Evidence of local activity**

[Large empty rounded rectangular box for evidence of local activity]

**Local quality assurance**

Not in place    Currently being established    In place, but needs improving    In place and effective

Any other comments: \_\_\_\_\_

Name & rank of person quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

**Corporate quality assurance**

Not at all satisfactory    Not very satisfactory    Fairly satisfactory    Very satisfactory

Any other comments: \_\_\_\_\_

Name of DCFA quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

## Indicator

### 8B. The organisation ensures that the workforce understands how serious crimes and organised crime affect diverse individuals and communities

Understanding impacts of serious crimes and organised crime on diverse individuals & communities

## Evidence Base

- Delivery of Police Race and Diversity Learning and Development Programme (PRDLDP) / Professionalising Investigation Programme (PIP) and other diversity knowledge development tools;
- Impact assessments;
- Community meetings;
- Local media and communication channels

## Focus Areas

Tackling serious + organised crime, empowering staff to use professional judgement

Maximising the potential of the workforce

Equipping staff to deliver tailored services

Learning and development

Targeting engagement To increase access to policing services

## Guidance and Support

- What diversity training is provided for the workforce on all aspects of hate crime, sexual offences and domestic violence?
- Is this provided to all of the workforce or just to specialist roles?
- Is this training also provided to CMUs, SNTs, SROs or SPCSOs?
- How long or detailed is the training?
- Is there any community input into the training?

#### Potential information sources include:

- Local Domestic Violence and/or Hate Crime Panels, DV Advocates, Hate Crime or Domestic Violence Murder Reviews.
- External partner agencies and community groups.
- Performance Data from CSU DIs Meeting led by TP VCD.

## Links

MPS Diversity & Equality Strategy: Fair & Responsive Services

Commissioner's 5 Ps: Performance

MPS Public Confidence Model: Effectiveness in dealing with crime

PSA 21, 23, 24

Policing Pledge Points 8 & 9

Citizen Focus Hallmarks: overall

**Indicator**

**8B. The organisation ensures that the workforce understands how serious crimes and organised crime affect diverse individuals and communities**

Understanding impacts of serious crimes and organised crime on diverse individuals & communities

**Evidence  
of  
local  
activity**

[Large empty rounded rectangular box for evidence of local activity]

**Local  
quality  
assurance**

Not in place    Currently being established    In place, but needs improving    In place and effective

Any other comments: \_\_\_\_\_

Name & rank of person quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

**Corporate  
quality  
assurance**

Not at all satisfactory    Not very satisfactory    Fairly satisfactory    Very satisfactory

Any other comments: \_\_\_\_\_

Name of DCFA quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

## Indicator

### 9B. The organisation ensures that the workforce understands how Terrorism and Domestic Extremism affects diverse individuals and communities

Understanding impacts of terrorism and domestic extremism on diverse individuals & communities

## Evidence Base

- Details of PREVENT initiatives
- User satisfaction survey results
- Diversity training
- Community profiling

## Focus Areas

Equipping and empowering the workforce to engage effectively with individuals and communities

Maximising the potential of the workforce including training, learning & development

Priorities that address threat risk and harm to individuals and communities

Gathering sharing and using community intelligence

Innovation in engagement

## Guidance and Support

- Have you undertaken detailed community profiling - is this shared with your partners/key stakeholders?
- Do you hold regular meetings with communities? Are these aimed at specific equality groups/communities?
- How are issues related to crime raised within these meetings?
- Are there action plans or targets to demonstrate how you will respond to these- issues?
- Are these aimed at specific equality groups/communities?
- Are any of these initiatives undertaken as part of the PREVENT strategy?
- Is there evidence of media campaigns/news to highlight this activity?
- Are there specialist workforce employed specifically with the skills to 'reach out' to communities?
- How has this targeted engagement helped to improve confidence of these communities in policing?

## Links

MPS Diversity & Equality Strategy: Community Engagement

Commissioner's 5 Ps: Presence

MPS Public Confidence Model: Engagement with the community

PSA 21, 23, 24, 26

Policing Pledge Point 1

Citizen Focus Hallmarks Understanding people & Designing services & Delivering services

**Indicator**

**9B. The organisation ensures that the workforce understands how Terrorism and Domestic Extremism affects diverse individuals and communities**

Understanding impacts of terrorism and domestic extremism on diverse individuals & communities

**Evidence  
of  
local  
activity**

[Large empty rounded rectangular box for evidence of local activity]

**Local  
quality  
assurance**

Not in place    Currently being established    In place, but needs improving    In place and effective

Any other comments: \_\_\_\_\_

Name & rank of person quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

**Corporate  
quality  
assurance**

Not at all satisfactory    Not very satisfactory    Fairly satisfactory    Very satisfactory

Any other comments: \_\_\_\_\_

Name of DCFA quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

## Indicator

**10B. Informed by community profiles, the organisation ensures that those in the workforce having direct contact with diverse children/young people have the skills to engage with them**

Engaging effectively with children and young people

## Evidence Base

- Evidence of Merlin training.
- Every Child Matters.
- Partnership working.
- The enhanced diversity awareness and communication training provided to those working with children and young people PRDLDP and other diversity tools.
- Child Protection activity.
- Evaluation of engagement outcomes.
- PDRs.
- Feedback from individuals on quality of engagement.

## Focus Areas

Effective community profiling. Effective use of diversity training that is relevant to roles being undertaken, effective joint working with partner agencies

Innovation in engagement

Sharing information with partners

Learning and development

Quality of information

## Guidance and Support

- What diversity training is provided for the workforce and how is this evaluated?
- Does the workforce feel that their skills have improved and what evidence is there to support this?
- Does diversity training cover the skills required for community engagement, especially young people?

### Potential information sources include:

- Information from local CPTs
- Information from Merlin
- Information from YOTs
- Information from Pupil Referral Units
- Information from external youth schemes

## Links

MPS Diversity & Equality Strategy: Community Engagement

Commissioner's 5 Ps: Presence

MPS Public Confidence Model: Engagement with the community

PSA 13, 14, 21, 23, 26

Policing Pledge Points 1 & 7

Citizen Focus Hallmarks: Understanding people

**Indicator**

**10B. Informed by community profiles, the organisation ensures that those in the workforce having direct contact with diverse children/young people have the skills to engage with them**

Engaging effectively with children and young people

**Evidence of local activity**

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**Local quality assurance**

Not in place    Currently being established    In place, but needs improving    In place and effective

Any other comments: \_\_\_\_\_

Name & rank of person quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

**Corporate quality assurance**

Not at all satisfactory    Not very satisfactory    Fairly satisfactory    Very satisfactory

Any other comments: \_\_\_\_\_

Name of DCFA quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

## Indicator

### 11B. Analysis of groups of children/young people who may be at risk of becoming offenders and victims of crime informs planning and activity

Targeted activity with children and young people

## Evidence Base

- Analysis of community data;
- Neighbourhood Policing activities;
- Crime trend analysis;
- Community profiling;
- Data and analysis from partners

## Focus Areas

Priorities that address threat risk and harm to individuals a collaborative approach to problem solving with partners and the community

SMART priorities that reflect the concerns of a wide range of communities

Effective EIAs

Sharing information with partners

## Guidance and Support

- Do all partners have a framework or joint understanding of what constitutes as a 'risk'?
- How is this recorded and monitored?

### Potential information sources include:

- Information from local CPTs
- Information from Merlin
- Information from YOTs
- Information from Pupil Referral Units
- Information from external youth schemes

## Links

MPS Diversity & Equality Strategy: Fair & Responsive Services

Commissioner's 5 Ps: Performance

MPS Public Confidence Model: Effectiveness in dealing with crime

PSA 13, 14, 23, 25

Policing Pledge Point 1

Citizen Focus Hallmarks: Designing services

**Indicator**

**11B. Analysis of groups of children/young people who may be at risk of becoming offenders and victims of crime informs planning and activity**

Targeted activity with children and young people

**Evidence of local activity**

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**Local quality assurance**

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Date of quality assurance \_\_\_\_\_

## Indicator

### 12B. Senior leaders communicate a Vision which promotes equality and Human Rights, values diversity and prioritises the elimination of discrimination and exclusionary behaviours

Leaders setting a vision on equality, diversity and human rights

## Evidence Base

- Corporate Vision in place.
- Corporate Diversity and Equality Strategy in place.
- Corporate and Business Group Diversity action plans in place.

## Focus Areas

Driving change through effective leadership

Vision well known and understood through the organisation

Values creating a culture and reputation for excellence

Strong performance management

## Guidance and Support

- Is there a clear vision statement that integrates diversity into mainstream activity?
- Is this published?
- Is there a link between this and performance of the organisation/OCU?
- Or does this result in action plans that are underpinned by the vision statement?
- How are partners and stakeholders and the workforce made aware of this vision statement?
- Can this be challenged by stakeholders?
- Is there a diversity strategy in place that outlines the roles and responsibilities of senior leaders in implementing diversity?
- Are there diversity action plans in place at a corporate/ local level that underpin the strategy that identify lead officers, activity, resources and timescales?

## Links

MPS Diversity & Equality Strategy: Workforce & Culture, Governance & Performance Management

Commissioner's 5 Ps: Productivity

Commissioner's 5 Ps: Professionalism

PSA 15

Policing Pledge Point 1

**Indicator**

**12B. Senior leaders communicate a Vision which promotes equality and Human Rights, values diversity and prioritises the elimination of discrimination and exclusionary behaviours**

Leaders setting a vision on equality, diversity and human rights

**Evidence of local activity**

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**Local quality assurance**

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**Corporate quality assurance**

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Any other comments: \_\_\_\_\_

Name of DCFA quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

## Indicator

**13B. The organisation ensures its workforce (including contracted, voluntary and temporary staff) promotes equality and Human Rights, values diversity and addresses discrimination**

The entire workforce promoting equality, diversity and human rights

## Evidence Base

- Evaluation of the diversity and equality training provided to the workforce, PRDLDP and other diversity and equality training.
- Evaluation of refresher training.
- PDRs.
- Audits to assess levels of knowledge.
- Specific objectives provided to individuals in PDRs to build skills in this area.

## Focus Areas

Ensuring that staff delivering services understand how best to meet the needs of diverse communities and individuals

Empowering staff to use professional judgment

Equipping staff with appropriate skills

Understanding of disproportionality

## Guidance and Support

- What diversity training is provided for the workforce across the MPS?
- Is it available in a range of methods?
- Are there diversity training packages tailored to specialist roles?
- What processes are in place to address discrimination?
- What monitoring takes place about how discrimination is addressed (locally and corporately)?

**Potential information sources include:**

- Morris Inquiry Staff Survey
- "Your Views Count" Staff Survey results
- Local staff survey results
- Information from HR Fairness at Work Unit and HR Employment Tribunal Unit

## Links

MPS Diversity & Equality Strategy:  
Workforce & Culture

Commissioner's 5 Ps:  
Professionalism

PSA  
15

Policing  
Pledge  
Point 1

Citizen Focus Hallmarks:  
Understanding services

**Indicator**

**13B. The organisation ensures its workforce (including contracted, voluntary and temporary staff) promotes equality and Human Rights, values diversity and addresses discrimination**

The entire workforce promoting equality, diversity and human rights

**Evidence  
of  
local  
activity**

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**Local  
quality  
assurance**

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Date of quality assurance \_\_\_\_\_

**Corporate  
quality  
assurance**

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Any other comments: \_\_\_\_\_

Name of DCFA quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

## Indicator

**14B. The organisation engages with under-represented people in the workforce to identify and analyse barriers and specific experiences in relation to retention and progression**

Retaining under-represented groups in the workforce

## Evidence Base

- Focus groups enabling individuals to contribute to retention planning, workshop reports
- Consultation with Trade Unions/Staff Associations/ Diversity Staff Support Groups
- Analysis of current retention activity
- Individual feedback
- Workforce suggestion schemes

## Focus Areas

Developing and sustaining efficient and effective staff engagement methods

Innovation in engagement

Effective communication

## Guidance and Support

- Is any action taken to identify which groups may be under-represented within the workforce?
- Are there processes in place that enable the MPS to engage with under-represented groups within the organisation and to identify which issues affect them in particular within the workforce?

**Potential information sources include:**

- Commissioner's Focus Groups - issues highlighted and any actions taken

## Links

MPS Diversity & Equality Strategy: Workforce & Culture

Commissioner's 5 Ps: Professionalism

PSA 15

Citizen Focus Hallmarks: Understanding people & Delivering services

**Indicator**

**14B. The organisation engages with under-represented people in the workforce to identify and analyse barriers and specific experiences in relation to retention and progression**

Retaining under-represented groups in the workforce

**Evidence of local activity**

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**Local quality assurance**

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**Corporate quality assurance**

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Any other comments: \_\_\_\_\_

Name of DCFA quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

## Indicator

### 15B. The organisation supports its Police Authority to set stretching and ambitious equality employment targets in consultation with local communities and the workforce

Responding to stretching and ambitious equality employment targets

## Evidence Base

- Data from the GLA or Home Office about workforce and labour market trends, as well as the diversity of the labour market/ workforce.
- Agreed employment targets with analysis of how these were informed by workforce diversity data & labour market trends
- Process that agreed targets with local communities and the Police Authority
- Workforce data & Confidential self-service screen data from MetHR
- Evaluation of Positive Action activity
- Succession and planning activity
- HR activity

## Focus Areas

Establishing the optimum workforce mix in terms of profile, skills and location of staff

Understanding internal service culture

Maximising the potential of the workforce – including training, learning and development of the workforce

## Guidance and Support

- Is there a process in place for examining workforce data?
- What data is collected?
- Does this include diversity data from all strands of diversity?
- Does it include all workforce groups?
- Do you set employment targets?
- Are these informed by local labour market data?

#### Potential information sources include:

- Workforce Data & MetHR Self-Service Screen Diversity Data
- "Your Views Count" Staff Survey
- Morris Inquiry Staff Survey
- GLA Publications on the diversity of London's population.

## Links

MPS Diversity & Equality Strategy: Workforce & Culture

Commissioner's 5 Ps: Professionalism

PSA 15

Citizen Focus Hallmarks: Understanding people & Delivering services

**Indicator**

**15B. The organisation supports its Police Authority to set stretching and ambitious equality employment targets in consultation with local communities and the workforce**

Responding to stretching and ambitious equality employment targets

**Evidence  
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activity**

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assurance**

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Date of quality assurance \_\_\_\_\_

## Indicator

**16B. The organisation ensures that its workforce is treated and rewarded with equity, fairness and respect**

Treating the workforce with equity and respect

## Evidence Base

- Regular monitoring of equal pay issues
- Regular monitoring of fairness at work issues
- Regular monitoring of employment tribunal issues

## Focus Areas

Conducting equal pay audits, implementation of grievance and fairness at work processes

An environment that is free harassment intimidation and bullying

Implementing the learning from ETs and FAWs

## Guidance and Support

- Has an equal pay audit been undertaken?
- Is there an agreed grievance and fairness at work procedure in place?

**Potential information sources include:**

- Morris Inquiry Staff Survey
- "Your Views Count" Staff Survey results
- Local staff survey results
- Data regarding FAWs and ETs.

## Links

MPS Diversity & Equality Strategy: Workforce & Culture

Commissioner's 5 Ps: Professionalism

PSA 15

Citizen Focus Hallmarks: Understanding services

**Indicator**

**16B. The organisation ensures that its workforce is treated and rewarded with equity, fairness and respect**

Treating the workforce with equity and respect

**Evidence  
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quality  
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Name of DCFA quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

## Indicator

### 17B. The organisation identifies equality and diversity considerations relating to clothing and equipment in partnership with users

Embedding equality in the procurement and issue of clothing/ equipment

## Evidence Base

- Equality and Diversity codes of guidance on procurement
- Internal processes for procurement

## Focus Areas

Developing communication with Staff

Ensuring that equality considerations are built into the procurement process within the MPS

Development of staff support associations

Regular monitoring and review of tendering processes

## Guidance and Support

- Is there corporate guidance on the equality and diversity requirements for the procurement and commissioning process? Are there standard equality clauses for contracts? How do specifications take account of the different needs of users?
- Are EIAs undertaken when procuring or commissioning services? Are the outcomes reflected in the specifications for the service and in the procurement process? Does the specification set measurable standards for the contractor? How are equalities addressed or assessed in the stages of the tendering process, eg preparing the specification, pre-qualification, tender assessment? How do managers ensure that suppliers/service providers have an understanding and commitment to the principles and practice of equality in what they do?
- Are there monitoring requirements built into contracts to ensure equality issues are addressed? Is there evidence that provision is being monitored using quantitative and qualitative analysis, and the results considered and analysed by both contractor and client? How does the MPS ensure that contractors, grant receivers and others continue to meet the changing needs of clients? What is written into the contract? How is the contract managed over time to support good practice and continuing service improvement?

## Links

MPS Diversity & Equality Strategy: Workforce & Culture

Commissioner's 5 Ps: Professionalism

PSA 15

Citizen Focus Hallmarks: Understanding people

**Indicator**

**17B. The organisation identifies equality and diversity considerations relating to clothing and equipment in partnership with users**

Embedding equality in the procurement and issue of clothing/ equipment

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activity**

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Date of quality assurance \_\_\_\_\_

**Corporate  
quality  
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Any other comments: \_\_\_\_\_

Name of DCFA quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

## Indicator

**18B. The organisation has defined its equality, diversity and Human Rights priorities, and set objectives and targets with partners**

Setting equality, diversity and human rights priorities and objectives with partners

## Evidence Base

- A community impact assessment relating to an investigation of a serious crime
- Local contingency plans
- Reviews of critical incident management plans
- IAG involvement
- Community profiling
- Learning from debriefing.

## Focus Areas

Development of Corporate and Local equality and Diversity action plans

Working with partners to develop joint action plans

Effective use of resources

Effective management of equality and diversity throughout the MPS

## Guidance and Support

- Are there processes in place that allow the MPS to record serious crime and its effect on communities?
- Self assessment scrutiny and audit of action plans.

## Links

MPS Diversity & Equality Strategy: Governance & Performance Management

Commissioner's 5 Ps: Productivity

PSA 15

Policing Pledge Point 1

Citizen Focus Hallmark: Understanding services

**Indicator**

**18B. The organisation has defined its equality, diversity and Human Rights priorities, and set objectives and targets with partners**

Setting equality, diversity and human rights priorities and objectives with partners

**Evidence  
of  
local  
activity**

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**Corporate  
quality  
assurance**

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Any other comments: \_\_\_\_\_

Name of DCFA quality assuring the evidence \_\_\_\_\_

Date of quality assurance \_\_\_\_\_

## Indicator

### 19B. The organisation is able to identify all activities delivering positive equality outcomes and tackling disproportionality and discrimination

Identifying and evaluating equality activity across the organisation and its services

## Evidence Base

- Community profiling augmented by engagement that has identified communities' experience/ perceptions;
- Local media and communication channels
- Use of national guidance
- Engagement with individuals and communities
- Relevant information from repeat victimisation policies
- Analyst outputs
- EIAs and CIAs

## Focus Areas

Ensuring effective use of partnership data to understand local communities; and address their priorities/ vulnerabilities and needs

Effective profiling and understanding of communities

Effective engagement

Gathering, sharing and using community intelligence

Improving information sharing

## Guidance and Support

- Have you undertaken detailed community profiling - is this shared with your partners/key stakeholders?
- Do you hold regular meetings with communities?
- Are these aimed at specific equality groups/communities?
- How are issues related to crime raised within these meetings?
- Are there action plans or targets to demonstrate how you will respond to these issues?
- Are these aimed at specific equality groups/communities?
- Are any of these initiatives undertaken as part of the PREVENT strategy?
- Is there evidence of media campaigns/news to highlight this activity?
- Are there specialist workforce employed specifically with the skills to 'reach out' to communities?
- How has this targeted engagement helped to improve confidence of these communities in policing?

#### Potential information sources include:

- User Satisfaction Survey results (both local and corporate) can be found on the Strategic Research and Analysis Unit (DoR) intranet site.

## Links

MPS Diversity & Equality Strategy: Governance & Performance Management

Commissioner's 5 Ps: Productivity

PSA 15

Policing Pledge Point 1

Citizen Focus Hallmark Understanding services

**Indicator**

**19B. The organisation is able to identify all activities delivering positive equality outcomes and tackling disproportionality and discrimination**

Identifying and evaluating equality activity across the organisation and its services

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local  
activity**

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**Local  
quality  
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Date of quality assurance \_\_\_\_\_

**Corporate  
quality  
assurance**

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Any other comments: \_\_\_\_\_

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Date of quality assurance \_\_\_\_\_

## Indicator

**20B. Those involved in procurement/ resourcing activity follow ACPO, PURE and OGC guidance on including equality and diversity**

Embedding equality in procurement and resourcing activities

## Evidence Base

- Codes of Guidance on procurement
- Related SOPS
- Monitoring and review reports

## Focus Areas

Effective use of procurement activity across the MPS

Ensuring that equality considerations are built into the procurement process within the MPS

Value for money

Effective use of resources

Services that meet the needs of staff, communities and individuals

## Guidance and Support

- Is there corporate guidance on the equality and diversity requirements for the procurement and commissioning process? Are there standard equality clauses for contracts? How do specifications take account of the different needs of users?
- Are EIAs undertaken when procuring or commissioning services? Are the outcomes reflected in the specifications for the service and in the procurement process? Does the specification set measurable standards for the contractor? How are equalities addressed or assessed in the stages of the tendering process, e.g. preparing the specification, pre-qualification, tender assessment? How do managers ensure that suppliers/service providers have an understanding and commitment to the principles and practice of equality in what they do?
- Are there monitoring requirements built into contracts to ensure equality issues are addressed? Is there evidence that provision is being monitored using quantitative and qualitative analysis, and the results considered and analysed by both contractor and client? How does the MPS ensure that contractors, grant receivers and others continue to meet the changing needs of clients? What is written into the contract? How is the contract managed over time to support good practice and continuing service improvement?

## Links

MPS Diversity & Equality Strategy: Governance & Performance Management

Commissioner's 5 Ps: Productivity

PSA 15

Citizen Focus Hallmarks: Understanding people

**Indicator**

**20B. Those involved in procurement/ resourcing activity follow ACPO, PURE and OGC guidance on including equality and diversity**

Embedding equality in procurement and resourcing activities

**Evidence of local activity**

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Date of quality assurance \_\_\_\_\_

## Indicator

**21B. The organisation identifies equality and diversity considerations relating to buildings, infrastructure and fleet, in partnership with users**

Embedding equality in buildings, wider infrastructure and fleet

## Evidence Base

- Asset management plans

## Focus Areas

Engagement with users, access for all

Revised asset management plans

Effective use of EIAs

Effective use of information sharing

Effective engagement with staff

## Guidance and Support

- How does the MPS ensure that the Buildings its currently occupies allow access to all?
- Is there corporate guidance on the equality and diversity requirements for the procurement and commissioning process?
- Are there standard equality clauses for contracts?
- How do specifications take account of the different needs of users?

## Links

MPS Diversity & Equality Strategy: Governance & Performance Management

Commissioner's 5 Ps: Productivity

PSA 15

Citizen Focus Hallmarks: Understanding people

**Indicator**

**21B. The organisation identifies equality and diversity considerations relating to buildings, infrastructure and fleet, in partnership with users**

Embedding equality in buildings, wider infrastructure and fleet

**Evidence  
of  
local  
activity**

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**Local  
quality  
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quality  
assurance**

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Any other comments: \_\_\_\_\_

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Date of quality assurance \_\_\_\_\_

## Indicator

**22B. The organisation engages directly with diverse individuals, communities and relevant third-party agencies about the complaints system**

Embedding equality activity to improve complaint outcomes

## Evidence Base

- Details of complaints monitoring system
- Gap analysis in satisfaction levels for the workforce that is broken down by relevant equality target group e.g. workforce survey or local internal diversity survey.
- Minutes of structures that have been established to progress and monitor performance on achieving reduction in gaps.
- HR strategies that address equality issues.
- Analysis of fairness at work issues by equality target group.

## Focus Areas

Effective monitoring of complaints across the MPS

Access for all

Fair treatment

Empowering staff

## Guidance and Support

- Is there an effective complaints system in place?
- Is it accessible to all?
- Does it take account of differing needs?

**Potential information sources include:**

- Corporate and local performance information on public complaints and misconduct matters is available on the DPS intranet site.
- HR Fairness at Work and Employment Tribunal Units have corporate and local information about FAWs and ETs.
- Citizen Focus - information about Pledge comments received from public?

## Links

MPS Diversity & Equality Strategy: Fair & Responsive Services

Commissioner's 5 Ps: Performance

MPS Public Confidence Model: Fair treatment

Policing Pledge Points 1 & 10

PSA 24

Citizen Focus Hallmarks: overall

**Indicator**

**22B. The organisation engages directly with diverse individuals, communities and relevant third-party agencies about the complaints system**

Embedding equality activity to improve complaint outcomes

**Evidence of local activity**

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**Local quality assurance**

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<b>Protective Marking:</b>	Restricted		
<b>Suitable for Publication Scheme? Y/N:</b>	No		
<b>Title &amp; Version:</b>	<b>Equality Standard for the Police Service Workbook (ESPS) Version 3</b>		
<b>Summary:</b>	Evidence collection tool for the ESPS		
<b>Creating OCU:</b>	Diversity and Citizen Focus Directorate		
<b>Owner:</b>	Denise Milani		
<b>Author(s):</b>	Savi Bhamra Vicky Kielinger Susan Paterson		
<b>Date Created:</b>	24 <sup>th</sup> March 2010	<b>Review Date:</b>	24 <sup>th</sup> March 2011