



**College of  
Policing**

## **Equality Improvement Model**

|                             | 'New' Indicator   | ESPS Ref         | Possible Measures / Activities   |
|-----------------------------|---|------------------|--|
| <b>Operational Policing</b> |   |                  |  |
| 1.                          | The organisation works with partners to deliver services which have been informed by the needs of the local community. Work is undertaken to identify the specific needs of emerging and marginalised communities with a view to increasing their satisfaction in the police service. | Unit 1<br>Unit 9 | <p>Most forces will have community confidence (perception) surveys which can be used to understand the needs and experiences of the community. Other tools such as population census, mid-year estimates and Mosaic can be used to support this.</p> <p>A regular programme of consultation with Diversity Staff Support Groups, Staff Associations and IAGs (Independent Advisory Groups) is a good way to gain understanding of the differing needs of a workforce and the community.</p> <p>Parity in the staff and community satisfaction rates between different diverse groups is an indicator that service is being delivered without discrimination. Gaps between the satisfaction rates of respondents from different groups may indicate that some diverse needs are not being considered. High satisfaction rates with no disparity between groups suggest that these needs are being taken into account and quality service is being delivered. The diagnostic text in the survey responses will provide insight into what is being done well and what requires improvement.</p> <p>Specific questions within the National Crime Survey such as "Police in this area understand the issues that affect this community" and "Police in this area are dealing with the things that matter to this community" can provide good indicators of community perceptions.</p> |
| 2.                          | Equality data on policing performance is analysed to identify and address any area of disproportionality and negative impact on diverse communities. Communities are involved in scrutinising the data to improve performance.  | Unit 2           | <p>Disproportionality can occur in many areas of policing, from Stop &amp; Search and arrest or charge rates to satisfaction and service delivery. As a baseline, forces should monitor trend-based data to compare the relevant rates between various groups, i.e. between male and female respondents, between different age groups or between people from white and minority ethnic backgrounds. Disproportionality should be rigorously analysed to help understand why it occurs.</p> <p>Strong analysis will highlight the areas being detrimentally affected by disproportionality. Analytical findings should be presented to Chief Officer Groups to inform decisions around community impact. These findings will also inform the IAGs and PCCs as well as supporting community engagement.</p> <p>Working with IAGs, PCCs and the community will highlight areas requiring development. Outcomes may involve training or procedural change to either eliminate or better understand and justify areas of disproportionality.</p>  |

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| 3. | The organisation engages with diverse communities to address and possible adverse perceptions of the police service, so that satisfaction levels will improve across all communities.          | Unit 3<br>Unit 10           | <p>Effective community engagement and working together with IAGs will offer insights into the perceptions and needs of diverse individuals and communities. Networks of key individuals pertaining to various diverse areas of the community will support this.</p> <p>Regular monitoring and trend analysis will provide the ability to proactively see emerging gaps and issues, while surveys, focus groups and effective community engagement will inform areas for improvement. Closing a gap is important but must be done appropriately; bringing a more satisfied group's rate down to narrow the gap is not acceptable. Instead, forces should provide more effective service provision in the groups with lower satisfaction rates and increase these rates to a level of parity.</p> |
| 4. | The organisation engages in active partnership work with the result of ensuring members of the community who are in a vulnerable situation are protected.                                      | Unit 4<br>Unit 5<br>Unit 11 | <p>Tools such as the National Crime Survey results and local community surveys can provide helpful detail with regards to identifying "quality of life" issues for the community.</p> <p>NI4 (National Indicator 4: % of people who feel they can influence decisions in their neighbourhood) results are a good indicator of perceptions of community involvement and engagement.</p> <p>Local "tracker" surveys can also be used to evidence improvement in specific service types.</p> <p>Service improvements in the key "quality of life" areas identified in local neighbourhood surveys can support evidence.</p> <p>Local/joint local government survey results may provide indicators of confidence in the organisation's capability in this area.</p>                                 |
| 5. | The equality, diversity and human rights needs of suspects during arrest, custody, bailing and other disposals are recognised. The organisation takes steps to address any disproportionality. | Unit 6                      | <p>Disproportionality in the people brought in to custody should be monitored regularly to identify areas of disproportionality and the causes of it. Forces may work jointly with relevant Criminal Justice colleagues to better understand the causes of disparity in custody and disposals.</p>  |

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| 6. | <p>The organisation works with partners to support victims and witnesses by providing improved services that are tailored to their specific needs, and this is reflected in satisfaction rates.</p> | <p>Unit 7<br/>Unit 8</p> | <p>Diagnostic questions and "free text" responses in satisfaction surveys can provide details of the specific needs of diverse groups and the impact of these needs not being met effectively.</p> <p>Analysis of offender and victim data by age group and ethnicity will provide insight into those at risk of becoming victims or offenders of crime. If specific groups show a propensity to be involved in different crime types, this can inform positive action and community engagement to reduce this risk.</p> <p>Satisfaction surveys for victims of crime and anti-social behaviour provide a good way of highlighting any service issues for various groups. The results of these surveys should be monitored regularly to identify emerging issues.</p> <p>Satisfaction survey results that show relative parity between different groups will indicate that these needs are generally being considered. Gaps in these satisfaction rates indicate areas for further analysis and potential positive change.</p> <p>Once specific concerns are identified through relevant community engagement, work can be carried out in response. Tracker surveys to judge the effectiveness of this work can be run to provide insight in to what went well and what could have been done better. Joint neighbourhood survey (police/local government) and National Crime Survey results can also be used to analyse trends in confidence between different groups.</p> <p>There will be a number of ways to measure sustained cooperation from diverse groups, including the levels of 5X5 intelligence submissions and applications from these groups to join the force. Whatever areas are used should be regularly monitored to identify any change in this level of cooperation.</p> |

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| <b>People and Culture</b> |  |  |   |
| 7.                        | All leaders communicate and promote a culture that is able to demonstrate internally and publicly that it is inclusive and supportive.       | Unit 12<br>Unit 13   | <p>Incorporating relevant questions into staff and customer surveys would allow the organisation to monitor levels of trust and confidence in senior leaders.</p> <p>Regular staff surveys are a key tool in ascertaining those groups who are most disadvantaged and excluded. Regular monitoring of staff grievance can also provide valuable insight into this.</p>  |
| 8.                        | The organisation engages with under represented groups to identify and remove barriers to recruitment, progression, promotion and retention. | Unit 14<br>Unit 16<br>Unit 17<br>Unit 19<br>Unit 20<br>Unit 21 | <p>Staff surveys should incorporate questions that highlight any barriers or issues affecting people from under-represented groups. There should be specific questions that look to identify what barriers there are to promotion and progression.</p> <p>Exit interviews can help to identify common issues that contribute to people leaving the organisation. Forces may wish to interview those from under-represented groups who left the organisation historically, as they may be more comfortable in sharing experiences outside a formal exit interview process.</p> <p>Representation should be monitored regularly to identify any disparity between different groups from a number of perspectives, including rank/pay scale, type of role and access to development or flexible working. Organisations should look at each area's representation and compare this against overall staff to identify areas of over- or under-representation.</p> <p>Reward and recognition data should be monitored regularly to ensure that specific groups of people are not being treated unfairly, either directly or indirectly. For example, only a unit's disproportionate levels of white males may be likely to receive rewards. The percentage of each group receiving rewards should be compared to ensure that there is as much parity as possible.</p> <p>The organisation should monitor staff satisfaction and retention rate trends on a regular basis to ensure parity between different groups of people. A rolling-year trend analysis coupled with monthly and Financial Year comparisons help provide an indication of emerging issues in these areas.</p> <p>Checking significantly low satisfaction survey responses may provide details of any needs that are not being taken into consideration, while upholding respondent confidentiality.</p> |

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|    |   |                    | <p>Increases in unplanned wastage for staff from particular groups could indicate that there are support issues that need to be addressed.</p> <p>Analysing reasons for leaving and exit interview data on a rolling-year basis will enable an organisation to identify any emerging trends that may link in to this area. Combining the analysis of rolling-year data and monthly data will give an organisation a better idea of how supportive it is perceived to be. Rolling years can identify long-term trends while monthly data can show immediate issues.</p> <p>PDR (Performance Development Review) data can offer insights into a workforce's equality, diversity and human rights knowledge. Ensuring that PDRs include at least one diversity-specific objective is one way of identifying gaps in a staff member's knowledge.</p> <p>Options to comment on estates- and facilities-related issues should be available and monitored regularly (i.e. from user groups or staff support networks).</p> <p>Any adjustments made should be monitored through tracker surveys or staff satisfaction surveys in order to assess the impact of the changes made or action taken. Parity between the satisfaction rates of different groups is an indicator that a specific individual and these groups' needs are being considered.</p> |
| 9. | The organisation works with the PCC towards creating a workforce that is reflective of the community at all levels. | Unit 15<br>Unit 18 | <p>The organisation should have a clear understanding of its employees and the community it serves. Internally, HR departments should regularly monitor the workforce and representation from various groups. It should pay particular attention to representation within specialist roles or higher grades/ranks, and apply positive action to areas that are under-represented. Comparing these areas to the workforce as a whole is a quick and easy way to identify these issues.</p> <p>The monitoring and analysis of this type of data should be embedded in the performance management framework of the organisation. Findings should be regularly presented to force diversity champions and diversity units so that decisions are better informed and issues are identified. The analytical output should always be contextualised to maximise its benefit.</p> <p>Regular diversity performance papers should be presented to the relevant PCC as well as Chief Officer Groups and staff support groups, in order to build a culture of equality, diversity and human rights monitoring. The process should inform decisions and enable a better understanding of the issues involved. The analysis should also be used to assist with joint target setting with police forces and PCCs.</p>   |

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| 10. | The organisation analyses and learns from grievances and employment tribunals that relate to equality, diversity and human rights, to increase satisfaction, motivation and retention across the workforce. | Unit 22  | <p>Levels of complaints (both internal and external) should be monitored regularly as a part of the organisation's overall diversity, equality and human rights monitoring. Any areas of disparity between different internal groups should be identified and acted upon appropriately.</p> <p>External complaints should be robustly monitored to ensure that any training or knowledge gaps are addressed, thus helping to build community confidence and trust. Trends in specific types of complaints, such as lack of impartiality, should be measured regularly to identify any emerging issues.</p> <p>Measures should be employed to ensure that complaints are dealt with professionally, irrespective of the subject's background or characteristics. Trends should be monitored in respect of how different types of complaint or complainant are treated, to ensure that no group is being treated unfairly. Staff with disproportionate levels of complaints should be identified, to ensure fair practice is being employed or if there are any training or knowledge gaps.</p> <p>The organisation should monitor the levels of diversity-related formal and informal grievances and internal complaints, although it should be noted that sometimes trends in these areas can be misleading. For example, if there is an area with higher levels of informal interventions, this may mean that there are issues needing to be resolved or that the workforce is confident in the organisation's ability to deal effectively with grievances. Caution must be employed and data should be contextualised as much as possible.</p> |

