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<b>Title</b>	Review of ESPS findings for the MPS SW Area
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Title & Version:	Review of ESPS findings for the MPS SW Area		
Summary:	Report detailing the compliance, delivery and status of ESPS across the SW Area		
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## Summary

This report provides an overview on work undertaken by the DCFD to implement the Equality Standard for the Police Service (ESPS) within the MPS. It provides the findings for the ESPS Baseline phase for the SW Area namely Merton, Wandsworth, Croydon, Sutton, Richmond and Kingston, identifies good practice and areas for improvement and looks at progression into the Integration phase of the ESPS Project.

## Background and Future of ESPS

The Equality Standard for the Police Service was developed as a National structured approach to improve performance on Diversity and Equality issues within Policing. Each Police Service has a responsibility to assess and deliver the standards set by the NPIA.

Despite the NPIA dissolving in 2013, ACPO endorses the ESPS framework and it will continue within the MPS and many other forces, it will be delivered via the DCFD and accountable to the Deputy Commissioner, Chair of the Diversity Executive Board.

Successful completion of the ESPS indicators could aid your delivery of the TP Customer Service Strategy in the following way:

- A well motivated workforce providing effective service to Londoners
- Development of skill, experience and knowledge
- Retaining the confidence of local communities
- Reducing the possibility of complaints
- Opportunities for improvement and innovation to existing practices
- Improving user satisfaction
- Reassurance and inclusion of local communities through local accountability
- Sound preparation for future scrutiny

## **Implementing the ESPS throughout the MPS**

The ESPS project consists of three phases:

- Baseline: Assessing an activity that must be in place
- Integrating: Assessing an area that is integrated into wider activities
- Excelling: Assessing an outcome that contributes to improved community confidence

For each of these phases there are 22 indicators and these are broken down under the following headings:

- Operational Delivery
- People and Culture
- Organisational Processes

Currently the Baseline phase has been implemented across the MPS. The Integration Phase will begin in April 2011.

### **Assessment Process**

A scoring system has been used to provide a comparison across all (B)OCUs. A key performance indicator has been set for 80% of all (B)OCUs assessed to meet the baseline performance criteria by the end of the FY2010/11 and then 100% in FY2011/12.

### **Current MPS Findings**

Of the 73 (B)OCUs assessed across the organisation, 71 (97%) are currently meeting the baseline performance criteria against the ESPS indicators. Therefore the FY2010/11 target of 80% has been met.

### **Overall MPS Borough Findings**

Boroughs were considered to be assessed as meeting the baseline where they had a score of 50% and above. Boroughs were exempt from completing indicators 15B, 17B, 20B, 21B as it was felt these would be addressed corporately. For the remaining 18 indicators, and after being given the opportunity to supply further evidence, all 32 Boroughs (100%) have been assessed as meeting the baseline indicators.

### **Operational Delivery Indicators**

All 32 Boroughs (100%) have been assessed as meeting the baseline of ESPS for the 'Operational Delivery' indicators (1B -11B).

27 Boroughs scored over 80% and 9 of these scored 100% which means the evidence they supplied against each indicator was scored as 'Fairly' or 'Very Satisfactory'. These Boroughs were Tower Hamlets, Croydon, Sutton, Kensington and Chelsea, Hammersmith and Fulham, Brent, Ealing, Kingston and Enfield.

Generally Boroughs were assessed as strong in 'Operational Delivery' areas 1B, 2B, 3B, 4B, 5B, 9B and 11B, Boroughs were assessed as weaker in 'Operational Delivery' areas 6B, 7B and 8B.

## People and Culture Indicators

The results indicate that 75% (24) of the Boroughs have been assessed as meeting the baseline of ESPS for the 'People and Culture' indicators (12B, 13B, 14B and 16B).

## Organisational Processes Indicators

The majority of these indicators 18B - 22B are addressed by OCU activity, however Boroughs also have some evidence for indicators 18B, 19B and 22B. The results of this showed that 67% (22) Boroughs met the criteria of achieving 50% baseline level.

## SW Boroughs Findings

Boroughs in the SW cluster are meeting the 50% baseline target for Indicators 1B - 22B excluding (15B, 17B, 20B and 21B). This means that the evidence provided was assessed as being 'Very Satisfactory' or 'Fairly Satisfactory' in over half the indicators and in most cases a much higher score was achieved:

Borough	Not Satisfied	Satisfied	Score
Richmond	1	17	94%
Kingston	5	13	72%
Merton	6	12	67%
Wandsworth	2	16	89%
Croydon	1	17	94%
Sutton	1	17	94%

In the appendix Table 1 shows the SW Area findings against the other Areas of the MPS.

When looking at all the indicators Boroughs were required to complete, the SW Area had evidence assessed as 'Fairly Satisfactory' or 'Very Satisfactory' in the following indicators:

*Operational Delivery* – 1B, 2B, 3B, 4B, 5B, 7B, 8B, 9B

*Organisational Process* – 18B, 19B

This means that the SW Area is performing well against these indicators.

In addition, all Boroughs with the exception of Kingston were assessed as 'Fairly Satisfactory' or 'Very Satisfactory' in the following indicator:

*People and Culture* - 16B

In addition, all Boroughs with the exception of Merton were assessed as 'Fairly Satisfactory' or 'Very Satisfactory' in the following indicators:

*Operational Delivery* - 10B, 11B

*People and Culture* indicators 13B and 14B had 'fairly' or 'very' satisfactory evidence in 4 of the 6 SW Boroughs. Kingston was unable to provide satisfactory evidence in both alongside Merton for 13B and Croydon for 14B.

Appendix Table 2 shows how the SW Area has performed within each section of the Indicators, 'Operational Delivery', 'People and Culture' and 'Organisational Processes'.

This shows that with the exception of Kingston, all SW Boroughs are meeting 50% of the indicators in each section.

### **Areas for Improvement**

The indicators with the weakest responses were as follows, as only half the SW Boroughs were able to provide 'Fairly Satisfactory' or 'Very Satisfactory' evidence for this.

*Operational Delivery - 6B*

*People and Culture - 12B*

*Organisational Delivery - 22B*

### **Actions to achieve Improvements**

There are many examples of best practice emanating from the SW Area. The ESPS project team are currently compiling a document to share good practice and the DCFD Advisors have made suggestions for improvement where required.

When looking at indicators 6B, 12B and 22B, there was little consistency in which SW Boroughs were providing satisfactory evidence. Therefore the learning needs to come from individual good practice.

Both Wandsworth and Richmond were able to provide 'fairly' or 'very' satisfactory evidence against all the 'People and Culture' indicators (12B, 13B, 14B and 16B). Perhaps some of the learning here could be applied to help Kingston develop this area of work as currently they are not meeting the baseline target.

### **Advisors to add detail**

### **TP Customer Service Strategy**

This strategy looks at how the MPS can become more efficient whilst still delivery excellent customer service. The four principles to deliver improved customer service are supported by the 'Operational Delivery' ESPS indicators (B1 - B11) in the following way:

#### **1) Effectiveness (Professionalism and Pride)**

- Focus on the public and adapt our systems and processes to meet the needs of our customers - 1B, 3B
- Ensure victims and witnesses feel fully supported, no matter what their specific needs may be - 8B, 9B

#### **2) Value for Money (Productivity)**

- Our performance monitoring is robust, responsive and used as a base for continuous improvement - 7B

- Our resources and operational delivery mechanisms are efficient, and that where necessary, we quickly adopt new ways of doing business - 6B

### 3) Accessibility (Presence)

- Ensure our communications are tailored to the needs of the individual - 2B, 4B, 10B
- Support and work with volunteers, community groups and partners to adapt and evolve the way we do business - 5B

### 4) Continuous Improvement (Performance and Productivity)

- Continuously evaluate our services, incorporating the views of customers - 11B

The following table details how the SW Boroughs are supporting the Customer Service Strategy criteria through the ESPS indicators and where they are currently lacking.

Borough	Score	Weaknesses	Related TP Customer Service Strategy areas	Good practice	Related TP Customer Service Strategy areas
Merton	67%	6B, 10B, 11B	Value for Money Continuous Improvement Accessibility	1B, 3B, 11B	Effectiveness Continuous Improvement
Wandsworth	89%	6B	Value for Money	10B	Accessibility
Croydon	94%			1B, 2B, 3B, 4B, 5B, 6B, 7B, 10B	Continuous Improvement Value for money Accessibility
Sutton	94%			1B, 2B, 4B, 5B, 6B, 10B, 11B	Effectiveness Continuous Improvement Value for money Accessibility
Richmond	94%	6B	Value for Money	1B, 2B, 4B, 5B, 10B, 11B	Effectiveness Continuous Improvement Accessibility
Kingston	72%			1B, 2B, 3B, 4B, 5B, 6B, 8B, 11B	Effectiveness Continuous Improvement Value for money Accessibility
MPS Average	88%				

This would indicate that the current weaknesses across the SW Boroughs are in the Value for Money arena of the Customer Service Strategy.

### Integration Phase

- The DCF Advisor has identified and suggested actions to progress into the Integrating and in some cases Exceling level of the framework. These indicators are shown in *Table 3*.
- Although work will continue developing evidence at Baseline, the Integration Phase will begin in April 2011.
- This phase will be a development of the work produced at Baseline level. It will look at how the baseline evidence is being used within the B/OCUs. A self assessment by the Boroughs will take place that the DCF Advisors will dip sample and provide support and guidance where required. Peer review will also take place across Boroughs with similar issues. A update on how the

Boroughs (and OCU) are delivering the Integration Phase will be given at alternate Diversity Executive Board meetings that are chaired by the Deputy Commissioner.

- A key performance indicator will be set for all boroughs and units to meet by the end of the FY2011/12. These targets are currently under review.

### **Next Steps**

DCFD will move Boroughs into the Integrating and Excelling phases of delivery by outlining good practice and areas for improvement. Boroughs will have to amend their Diversity Action plans and Business plans to mitigate any gaps identified by the assessment process. The intention is to identify 'key' areas for policing activity. We intend the ESPS to focus activity on critical and important improvements to make long term change. This approach is consistent with the Government's Equalities Bill proposals where there is 'no' requirement to set objectives for every area of equality and the MPS Diversity and Equality Strategy which sets strategic priorities which the ESPS will support.

Where (B)OCUs are not meeting their target DCFD will ensure that DCFD delivery teams will support (B)OCUs implementing their improvement plan and also offer master classes where better performing (B)OCUs will be paired with (B)OCUs that are not performing well.

DCFD have reached an agreement with the MPA that they will support the MPS in developing a community verification process. This will give the community the opportunity to review, test and challenge both B(OCU) and the overall ESPS assessment for the MPS. The MPA are currently carrying out a workshops style consultation with community members from their CPRG group to determine how feedback can be given from members that is relevant and timely.

### **Recommendations**

- Area Commanders to identify SMT lead for ESPS project at Borough level
- Support the use of Borough resources in delivering the ESPS Integration Phase

**Table 1 - ESPS Indicators (1B - 22B excluding 15B, 17B, 20B, 21B) for Boroughs**

TP Boroughs	Not at all satisfactory	Not very satisfactory	Fairly satisfactory	Very satisfactory	Borough score
<b>North Area</b>					
SX - Barnet	3	3	4	8	67%
EK - Camden	8	0	10	0	56%
GD- Hackney	5	1	7	5	67%
NI - Islington	2	0	5	11	89%
YE - Enfield	0	2	5	11	89%
YR - Haringey	1	4	6	7	72%
<b>North East Area</b>					
KG - Barking & Dagenham	1	4	12	1	72%
KD - Havering	1	8	8	1	50%
KF - Newham	3	6	7	2	50%
JI - Redbridge	1	7	9	1	56%
HT - Tower Hamlets	0	0	0	18	100%
JC - Waltham Forest	8	1	7	2	50%
<b>North West Area</b>					
QK - Brent	0	0	10	8	100%
XB - Ealing	1	1	0	16	89%
XH - Hillingdon	2	3	5	8	72%
FH - Hammersmith & Fulham	0	1	12	5	94%
QA - Harrow	2	1	10	5	83%
TX - Hounslow	0	2	6	10	89%
BS - Kensington & Chelsea	1	1	8	7	83%
<b>South East Area</b>					
LX - Lambeth	3	1	7	7	78%
MD - Southwark	1	3	12	2	78%
PL - Lewisham	1	4	12	1	72%
PY - Bromley	0	3	6	9	83%
RG - Greenwich	0	1	11	6	94%
RY - Bexley	1	0	14	3	94%
<b>South West Area</b>					
TW - Richmond upon Thames	0	1	9	8	94%
VK - Kingston upon Thames	0	5	10	3	72%
VW - Merton	1	5	9	3	67%
WW - Wandsworth	0	2	6	10	89%
ZD - Croydon	0	1	8	9	94%
ZT - Sutton	0	1	13	4	94%
<b>Westminster</b>					
CW - Westminster	7	1	5	5	56%

**Table 2 - SW Area performance by ESPS Indicators**

TP Boroughs	Operational Delivery Indicators 1B - 11B	People and Culture Indicators 12B, 13B 14B, 16B	Organisational Processes Indicators 18B, 19B, 21B
VW - Merton	73%	50%	67%
WW - Wandsworth	91%	100%	67%
ZD - Croydon	100%	75%	100%
ZT - Sutton	100%	75%	100%
TW - Richmond upon Thames	91%	100%	100%
VK - Kingston upon Thames	100%	0%	67%

Green represents those areas achieving Baseline criteria  
 Red indicates those areas not achieving Baseline criteria

**Table 3 - SW Area performance at Baseline, Integrating and Excelling Phases**

Croydon	1B	2B	3B	4B	5B	6B	7B	8B	9B	10B	11B	12B	13B	14B	16B	18B	19B	22B
Baseline	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Integrating	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue									Blue	
Excelling	Blue	Blue	Blue	Blue	Blue		Blue											

Sutton	1B	2B	3B	4B	5B	6B	7B	8B	9B	10B	11B	12B	13B	14B	16B	18B	19B	22B
Baseline	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Integrating	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue							Blue	Blue	Blue	
Excelling		Blue	Blue	Blue	Blue		Blue							Blue				

Kingston	1B	2B	3B	4B	5B	6B	7B	8B	9B	10B	11B	12B	13B	14B	16B	18B	19B	22B
Baseline	Green	Red	Green	Green	Green	Red	Green	Red	Green	Green	Red	Red	Red	Red	Red	Green	Green	Red
Integrating																		
Excelling																		

Wandsworth	1B	2B	3B	4B	5B	6B	7B	8B	9B	10B	11B	12B	13B	14B	16B	18B	19B	22B
Baseline	Green	Green	Green	Green	Green	Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Red
Integrating	Blue	Blue	Blue	Blue	Blue													
Excelling	Blue	Blue	Blue	Blue	Blue													

Richmond	1B	2B	3B	4B	5B	6B	7B	8B	9B	10B	11B	12B	13B	14B	16B	18B	19B	22B
Baseline	Green	Green	Green	Green	Green	Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Integrating																		
Excelling																		

Merton	1B	2B	3B	4B	5B	6B	7B	8B	9B	10B	11B	12B	13B	14B	16B	18B	19B	22B
Baseline	Green	Green	Green	Green	Green	Red	Green	Green	Green	Red	Red	Red	Red	Green	Green	Green	Green	Red
Integrating																		
Excelling																		

Blue represents suggested activity in the Integrating and Excelling Phases

## ESPS Baseline Indicators

OPERATIONAL DELIVERY	
1B	Working with partners the organisation regularly updates the profiling of diverse individuals and communities to understand their experiences and differing 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, bailing 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	
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 ensure its workforce (including contracted, voluntary and temporary staff) promotes equality and human rights, values diversity and addresses discrimination
14B	The organisation engages with the under-represented people in the workforce to identify and analyses 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 DELIVERY	

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