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| Title | Review of ESPS findings for SO |
| Version | |
| Summary | Report detailing the compliance, delivery and status for ESPS across SO |
| (B)OCU or Unit, Directorate | Diversity and Citizen Focus Directorate, Deputy Commissioner's Portfolio |
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| Title & Version: | Review of ESPS findings for SO | | |
| Summary: | Report detailing the compliance, delivery and status for ESPS across SO | | |
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| Creating / Owning OCU: | Diversity and Citizen Focus Directorate | | |
| Date Created: | 31 May 2011 | Review Date: | 31 May 2012 |

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 SOHQ, SO1, SO6, SO14, SO15, SO17, SO18, SO20 and SO23, and identifies areas for improvement as the organisation moves into the Integration phase of the ESPS Project. The Baseline Indicators are recorded in the Appendix.

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 as Chair of the Diversity Executive Board.

Successful completion of the ESPS indicators could aid your delivery 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 June 2011.

Assessment Process

A scoring system has been used to provide a comparison across all (B)OCUs. A key performance indicator was set for 80% of all (B)OCUs to meet 50% of the baseline indicators by the end of the FY2010/11 and then 100% in FY2011/12.

Current MPS Findings

Of the 74 (B)OCUs (42 OCU's and 32 Boroughs) assessed across the organisation, 73 (99%) are currently meeting the baseline performance criteria against the ESPS indicators. Therefore the FY2010/11 target of 80% has been met.

SO Findings

In some cases not all the indicators were relevant dependent on whether the unit was a support function or had operational capability. Therefore the score given was based on how many indicators were completed rather than the total number of indicators. Each unit was responsible for identifying which indicators they felt that could complete.

The table below identifies that SO units are meeting the 50% baseline target. This means that the evidence provided was assessed as being 'Very Satisfactory' or 'Fairly Satisfactory' in over half the indicators the unit choose to complete and in most cases a much higher score was achieved:

| Unit | Not Satisfactory | Satisfactory | Score | No. of completed Indicators |
|------|------------------|--------------|-------|-----------------------------|
| SOHQ | 1 | 10 | 91% | 11 |
| SO1 | 2 | 10 | 83% | 12 |
| SO6 | 7 | 10 | 59% | 17 |
| SO14 | 0 | 10 | 100% | 10 |
| SO15 | 1 | 21 | 95% | 22 |
| SO17 | 3 | 9 | 75% | 12 |
| SO18 | 0 | 22 | 100% | 22 |
| SO20 | 3 | 8 | 73% | 12 |
| SO23 | 2 | 13 | 87% | 15 |

In the appendix Table 1 shows the SO findings against the other OCUs of the MPS.

Breakdown of Findings

The following indicator is specific to SO and all the OCUs were able to provide 'Fairly Satisfactory' or 'Very Satisfactory' evidence, except SOHQ who deemed it N/A due to the nature of work they carry out.

9B - The organisation ensures that the workforce understands how terrorism and domestic extremism affects diverse individuals and communities

Each SO unit was able to provide a response for the following indicators:

Operational Delivery – 1B, 2B, 3B

People and Culture – 12B, 14B, 16B

Of these, the evidence was either 'Fairly Satisfactory' or 'Very Satisfactory' with the exception of SO6 for 2B, 3B, 14B, 16B and SO17 and SO20 for 14B.

Although some evidence was regarded as 'Not Very Satisfactory' none of the evidence was deemed to be 'Not At All Satisfactory' for any of the OCUs across all the indicators.

As a Business Group, SO was able to provide 'Very Satisfactory' evidence in all the indicators except 8B, 14B and 20B but 'Fairly Satisfactory' evidence was available for these.

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

Areas for Improvement

The indicators with the weakest responses were all in the *Organisational Delivery* section. These were indicators 18B, 19B and 22B, although some OCUs were able to provide 'Very Satisfactory' evidence for these.

It would appear that as a Business Group SO meets the baseline criteria set and can provide good evidence. However a review needs to be carried out to clarify that those OCUs who provided a N/A response were correct to do so.

The ESPS project team are currently compiling a document to share good practice and look at areas for improvement across the MPS. The DCFD Advisors have made suggestions for good practice and improvement where required.

Integration Phase

This phase will be a development of the work produced at Baseline level. It will look at how the baseline processes are being used within an OCU's core activities and a regular update will be provided to the Diversity Executive Board. A key performance indicator has been set for all boroughs and units to meet by the end of the FY2011/12.

From carrying out the Baseline phase of the project, we have changed some key aspects of the project to make it easier for the user. This includes reducing the number of indicators, providing minimum standards from the outset and changing the evidence reporting method. The OCUs will again have the support of a DCFA and DCFD Delivery Team members.

It is also no longer necessary to segregate the 3 phases and therefore where OCUs are able to provide evidence in the Excelling Phase, this will be recorded and reported accordingly. Therefore a more fluid process can take place.

Next Steps

DCFD will move Business Groups into the Integrating and Excelling phases of delivery by amending their Diversity Action plans and Business plans to mitigate any gaps identified and make recommendations for progress. 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.

Appendix Table 1 – All MPS OCU Findings

| Business Groups | Satisfaction Level | | | | OCU Score |
|---|--------------------|----------|--------|------|-----------|
| | Not at all | Not very | Fairly | Very | |
| Territorial Policing | | | | | |
| MSC - Special Constabulary | 0 | 2 | 6 | 4 | 83% |
| Royal Parks OCU | 5 | 10 | 5 | 1 | 29% |
| Safer Transport | 0 | 0 | 8 | 12 | 100% |
| CCC | 0 | 0 | 8 | 6 | 100% |
| Central Operations | | | | | |
| CO1 - Central Operations HQ | 0 | 0 | 6 | 10 | 100% |
| CO3 - Emergency Preparedness | 1 | 1 | 8 | 5 | 87% |
| CO5 - Firearms Command Unit | 2 | 2 | 4 | 11 | 79% |
| CO11 - Public Order | 1 | 2 | 3 | 12 | 83% |
| CO12 | 0 | 8 | 6 | 3 | 53% |
| CO15 | 0 | 0 | 5 | 15 | 100% |
| CO16 | 1 | 4 | 5 | 8 | 72% |
| CO19 - Force Firearms Unit | 0 | 0 | 0 | 22 | 100% |
| CO20 - Territorial Support Group | 0 | 0 | 3 | 18 | 100% |
| Specialist Operations | | | | | |
| SOHQ | 0 | 1 | 7 | 3 | 91% |
| SO1 | 0 | 2 | 5 | 5 | 83% |
| SO6 | 0 | 7 | 8 | 2 | 59% |
| SO14 | 0 | 0 | 4 | 6 | 100% |
| SO15 | 0 | 1 | 13 | 8 | 95% |
| SO17 | 0 | 3 | 7 | 2 | 75% |
| SO18 | 0 | 0 | 8 | 14 | 100% |
| SO20 | 0 | 3 | 7 | 1 | 73% |
| SO23 | 0 | 2 | 11 | 2 | 87% |
| Specialist Crime Directorate | | | | | |
| SCD1 - Homicide and Serious Crime | 0 | 0 | 13 | 5 | 100% |
| SCD2 - Sapphire Command | 0 | 0 | 7 | 15 | 100% |
| SCD3 - Partnership & Prevention | 0 | 0 | 12 | 8 | 100% |
| SCD4 - Forensic Services | 0 | 3 | 13 | 6 | 86% |
| SCD5 - Child Abuse Investigation | 0 | 0 | 9 | 13 | 100% |
| SCD6 - Economic and Specialist Crime | 0 | 0 | 17 | 5 | 100% |
| SCD7 - Serious and organised crime | 0 | 1 | 4 | 1 | 83% |
| SCD8 - Trident | 0 | 1 | 8 | 9 | 94% |
| SCD9 - Human Exploitation and Organised Crime | 2 | 0 | 8 | 11 | 90% |
| SCD10 - Covert policing | 0 | 0 | 15 | 6 | 100% |
| SCD11- Surveillance | 0 | 0 | 1 | 4 | 100% |
| SCD15 - Performance Improvement | 0 | 0 | 7 | 0 | 100% |
| SCD20 - Crime Academy | 0 | 0 | 5 | 16 | 100% |
| SCD25 - Met Intelligence Bureau | 1 | 0 | 9 | 4 | 93% |
| SCD27- Intelligence Standards and Support | 0 | 0 | 3 | 1 | 100% |
| Human resources | | | | | |
| HR | 0 | 0 | 3 | 5 | 100% |
| Deputy Commissioners Portfolio | | | | | |
| DPS | 0 | 0 | 9 | 2 | 100% |
| Directorate of Public Affairs | | | | | |
| DPA | 0 | 0 | 5 | 14 | 100% |
| Resources Directorate | | | | | |
| DoR | 0 | 0 | 1 | 7 | 100% |
| Directorate of Information | | | | | |
| Dol | 0 | 0 | 0 | 4 | 100% |

Appendix Table 2 – SO OCUs

| | Operational Delivery | People and Culture | Organisational Processes |
|------|----------------------|--------------------|--------------------------|
| SOHQ | 100% | 80% | 100% |
| SO1 | 100% | 100% | 0% |
| SO6 | 75% | 60% | 25% |
| SO14 | 100% | 100% | 100% |
| SO15 | 100% | 100% | 80% |
| SO17 | 100% | 75% | 33% |
| SO18 | 100% | 100% | 100% |
| SO20 | 57% | 75% | 0% |
| SO23 | 78% | 100% | 100% |

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

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 | |
| 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 |