

























Operational Delivery

Meeting the needs of diverse individuals and communities









Baseline (B)		Integrating (I)		Excelling (E)
<i>Assessing an activity that must be in place.</i>		<i>Assessing an area that is integrated into wider activities.</i>		<i>Assessing an outcome that contributes to improved community confidence.</i>
1B Working with partners, the organisation regularly updates the profiling of diverse individuals and communities to understand their experiences and differing needs.		1I The organisation designs and delivers services informed by the needs of diverse individuals and communities, including those who are most disadvantaged and excluded.		1E Diverse individuals and communities express satisfaction that their needs are taken into account in service quality.
2B The organisation ensures that the workforce has a practical understanding of disproportionality and the impact this can have on interactions with the public		2I Current, accurate and complete analysis of equality, diversity and human rights information is used to address negative impacts and outcomes with diverse individuals and communities.		2E Diverse individuals and communities understand and scrutinise performance outcomes and report no unjustifiable disproportionality.
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.		3I The organisation, and individual members of the workforce, evidence engagement with local diverse individuals and communities that identifies and addresses adverse perceptions of the police service.		3E The organisation is sustaining reductions in gaps in satisfaction levels across all diverse individuals and communities.







<p>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.</p>		<p>4I Working with local communities, stakeholders and delivery partners, the organisation addresses those 'quality of life' issues that concern diverse individuals and communities.</p>		<p>4E Diverse individuals and communities, stakeholders and partners report feeling fully involved and engaged in identifying and resolving 'quality of life' issues.</p>
<p>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.</p>		<p>5I Learning from protecting diverse people in vulnerable situations is shared with partners to improve wider quality of services.</p>		<p>5E Diverse individuals and communities report confidence in the capability of the organisation to address factors that can create vulnerability.</p>
<p>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.</p>		<p>6I Individuals accountable for custody, bailing and disposal activities and decisions apply learning from incidents that relate to equality, diversity and human rights to improve capability and equality outcomes.</p>		<p>6E There is a transparent and sustained capacity to be responsive to the equality, diversity and human rights needs of those working in, detained in, or visiting the custody area.</p>
<p>7B The organisation applies existing frameworks and guidance effectively to deliver improved services to meet the needs of diverse victims and witnesses.</p>		<p>7I The organisation works closely with partners in supporting diverse victims and witnesses with a range of services tailored to their specific needs.</p>		<p>7E Diverse victims and witnesses report satisfaction that their needs have been taken into account during the reporting of the crime and in the services provided.</p>
<p>8B The organisation ensures that the workforce understands how serious crimes and organised crime affect diverse individuals and communities.</p>		<p>8I The organisation and its partners engage with diverse individuals and communities to run appropriate initiatives that address the particular concerns in communities.</p>		<p>8E The organisation is sustaining cooperation from diverse individuals and communities that contributes to bringing more offenders to justice.</p>

<p>9B The organisation ensures that the workforce understands how terrorism and domestic extremism affects diverse individuals and communities.</p>		<p>9I The organisation and its partners engage with diverse individuals and communities to run appropriate initiatives that address the particular concerns in communities.</p>		<p>9E Diverse individuals and communities report confidence in the capability of the organisation to contribute to community cohesion.</p>
<p>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.</p>		<p>10I Engagement gives diverse children/young people from local communities the opportunity to shape the policing of their local area.</p>		<p>10E Confidence levels of diverse children/young people inform the organisation's youth intervention strategies.</p>
<p>11B Analysis of groups of children/young people who may be at risk of becoming offenders and victims of crime informs planning and activity.</p>		<p>11I The organisation, working with diverse communities and delivery partners, has developed a range of targeted interventions to reduce the likelihood of children/young people becoming offenders and victims of crime.</p>		<p>11E Evaluation and sharing of effective outcomes sustains a measurable reduction in children/young people offending and becoming victims of crime.</p>

People and Culture











Building an inclusive and supportive working environment

Baseline (B)		Integrating (I)		Excelling (E)
<i>Assessing an activity that must be in place.</i>		<i>Assessing an area that is integrated into wider activities</i>		<i>Assessing an outcome that contributes to improved community confidence.</i>
12B Senior leaders communicate a vision which promotes equality and human rights, values diversity and prioritises the elimination of discrimination and exclusionary behaviours.		12I Those who lead teams put the vision at the core of team activity, encourage overall improvement in positive diversity behaviours and take responsibility for managing all team members fairly.		12E The organisation is externally recognised as having a supportive and inclusive working environment with positive equality outcomes.
13B The organisation ensures its workforce (including contracted, voluntary and temporary staff) promotes equality and human rights, values diversity and addresses discrimination		13I Those who lead teams ensure that each individual's equality, diversity and human rights knowledge is reviewed and expanded to meet the requirements of their current role.		13E The organisation recognises, values and rewards individuals who make a positive contribution to equality, diversity and human rights.
14B The organisation engages with underrepresented people in the workforce to identify and analyse barriers and specific experiences in relation to retention and progression.		14I The organisation shapes retention and progression activity (including positive action) informed by the experiences of underrepresented members of the workforce, exit feedback and workforce opinion surveys.		14E The workforce is more diverse at all levels and across all business areas.

<p>15B The organisation supports its police authority to set stretching and ambitious equality employment targets in consultation with local communities and the workforce.</p>		<p>15I Action plans to meet employment targets are continuously reviewed in light of community changes and the current public perception of the police service.</p>		<p>15E Diverse individuals and communities report confidence that the organisation is taking active steps to reflect communities.</p>
<p>16B The organisation ensures that its workforce is treated and rewarded with equity, fairness and respect.</p>		<p>16I The organisation learns from outcomes of grievances, and judgements from employment tribunals, that relate to equality, diversity and human rights.</p>		<p>16E The organisation can demonstrate that increased satisfaction, motivation and retention is reflected across the diverse workforce.</p>
<p>17B The organisation identifies equality and diversity considerations relating to clothing and equipment in partnership with users.</p>		<p>17I Business plans relating to clothing and equipment address equality and diversity considerations.</p>		<p>17E Diverse users of clothing and equipment express satisfaction that their needs are taken into account.</p>

Organisational Processes

Integrating equality across business areas

Baseline (B)		Integrating (I)		Excelling (E)
<i>Assessing an activity that must be in place.</i>		<i>Assessing an area that is integrated into wider activities</i>		<i>Assessing an outcome that contributes to improved community confidence.</i>
18B The organisation has defined its equality, diversity and human rights priorities, and set objectives and targets with partners.		18I Monitoring of progress against equality, diversity and human rights targets is embedded within the mainstream performance management system and scrutinised by partners and diverse individuals and communities.		18E Diverse individuals and communities, stakeholders and partners scrutinise performance outcomes and report confidence in both processes and progress.
19B The organisation is able to identify all activities delivering positive equality outcomes and tackling disproportionality and discrimination.		19I Evaluation of activities with measurably positive equality outcomes identifies quality, impact and resource efficiency.		19E Understanding how resource efficiency can be achieved in equality activities improves organisational capability.
21B The organisation identifies equality and diversity considerations relating to buildings, infrastructure and fleet, in partnership with users.		21I Business plans relating to buildings, infrastructure and fleet address equality and diversity considerations.		21E Diverse users of buildings, infrastructure and fleet express satisfaction that their needs are taken into account.
22B The organisation engages directly with diverse individuals, communities and relevant third-party agencies about the complaints system.		22I The organisation provides an accessible and inclusive procedure for making complaints which it implements transparently and accountably		22E Levels of satisfaction for how complaints are dealt with, meet or exceed targets set, and are generally consistent across all diverse individuals and communities.