

# Interim Race Equality Action Plan for the Police Service

December 2004



# Introduction

This Interim Race Equality Action Plan for the Police Service has been produced by:

- Association of Chief Police Officers (ACPO)
- Home Office
- Association of Police Authorities (APA)
- Centrex
- Her Majesty's Inspectorate of Constabulary (HMIC)

The plan has been developed as part of the Service's response to the findings of the Commission for Racial Equality's (CRE) interim report as part of its formal investigation into the Police Service in England and Wales. In addition, the action plan seeks to incorporate the Service's ongoing response to recommendations made in a number of previous inquiries and reports including the Stephen Lawrence Inquiry and the 'Diversity Matters' and 'Breaking Through' documents.

Many of the planned actions are already in place in forces, and many are derived from individual forces' good practice. However the fundamental objective of the Action Plan is to ensure that the principal agencies concerned with the delivery and scrutiny of policing services in England and Wales approach the promotion of race equality and diversity in an effective and consistent way. This renewed and shared approach must focus on outcomes in order to deliver the meaningful change and improved performance at all levels that the police service and its partners are determined to achieve.

The action plan identifies objectives, actions and potential outcomes within five key areas that are central to the delivery of race equality and diversity. As the actions primarily represent a response to the CRE's Interim Report, the majority of actions fall under the 'Staffing and Internal Environment' work strand which was the primary focus of that report.

- A. Leadership and Resources:** To ensure that the promotion of race equality and diversity is incorporated into all aspects and levels of leadership within the police service and to identify and secure the resources necessary to promote race equality and diversity.
- B. Staffing and Internal Environment:** To ensure that all staff understand, are committed to, and are involved in the delivery and management of race equality and diversity.
- C. Partnerships and Community Engagement:** To work with partner agencies and communities to identify needs and deliver responsive and appropriate services to diverse communities.
- D. Monitoring and Performance Management:** To ensure delivery of race equality and diversity outcomes through effective monitoring and performance management processes.
- E. Communication and Marketing:** To ensure the effective communication of a national vision and strategy for equality and diversity in the police service.

Actions shaded in grey will be progressed by the end of May 2005, when all forces and police authorities must publish their new Race Equality Schemes (for the period 2005-08).

The action plan is intended to be a living document which will be updated in the first half of 2005 to reflect the recommendations emerging from the Morris Inquiry (December 2004), the Taylor review of police disciplinary arrangements (also December 2004) and the final report of the CRE's formal investigation into the police service (expected March 2005).

In addition, the Home Office White Paper, 'Building Communities, Beating Crime', highlights further work for the Service in this area, where appropriate, actions outlined in the White Paper have been included in this action plan and are marked with an asterisk. The White Paper also indicates that ACPO, the Home Office and the APA propose to develop a joint Confidence and Equality Strategy for the Police Service; the action plan will form the basis of this work.

On behalf of the five principal stakeholders, ACPO will organise a seminar for forces in February 2005 – this event will represent the formal launch of the Interim Race Equality Action Plan for the Police Service.

**A: Leadership and Resources:** To ensure that the promotion of race equality and diversity is incorporated into all aspects and levels of leadership within the police service and to identify and secure the resources necessary to promote race equality and diversity.

Objective	Level	Action	Outcomes
<b>A1</b> To build public confidence in the ability of the police service to promote race equality and diversity and also to ensure that all elements of forces' Race Equality Schemes (RES) meet the requirements of Section 71(a) Race Relations (Amendment) Act 2002 (RR(A)A).	National	<b>A1.1</b> ACPO, HMIC and APA develop a protocol that will define and co-ordinate the distinct roles and responsibilities of each of the various organisations that contribute to the monitoring and scrutiny of individual force performance on race equality and diversity.	<ul style="list-style-type: none"> <li>• Clear oversight and scrutiny of the performance of individual forces with regard to race equality and diversity.</li> </ul>
	National	<b>A1.2</b> ACPO to conduct race impact assessments on policy implementation.	
	Local	<b>A1.3</b> Police authorities and police forces to produce separate and distinct schemes.	<ul style="list-style-type: none"> <li>• Forces and police authorities create fully compliant Race Equality Schemes.</li> </ul>
<b>A2</b> To develop the business case for race equality and diversity at all levels of the police service.	National	<b>A2.1</b> ACPO and APA to develop a business case for race and diversity for the police service.	<ul style="list-style-type: none"> <li>• Officers, police staff and the public understand that equality and diversity are central to effective policing delivery.</li> <li>• Business case for race equality and diversity outlined in the National Policing Plan.</li> </ul>
	National	<b>A2.2</b> Home Office to ensure that the National Policing Plan articulates the business imperative for continuous improvement in respect of race equality and diversity issues.	
<b>A3</b> To ensure that all chief officers have the requisite skills and knowledge to deliver on equality and diversity.	National	<b>A3.1</b> APA, ACPO, Centrex and Chief Police Officers Staff Association to review the role profiles of all Chief Officers and ensure that they fully address the requirement to deliver on equality and diversity.	<ul style="list-style-type: none"> <li>• Chief Officers take active ownership of the implementation of duties under the RR(A)A. Assessed and measured via Performance Development Reviews.</li> </ul>

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	National	<b>A3.2</b> APA to develop guidelines on measuring Chief Constables' performance in respect of race equality and diversity outcomes and RR(A)A compliance.	<ul style="list-style-type: none"> <li>The national occupational standards for Chief Officers refer specifically to expected levels of attainments in the areas of race equality, diversity and RR(A)A compliance.</li> </ul>
<b>A4</b> To support effective implementation of Race Equality Schemes.	National	<b>A4.1</b> ACPO to set up a national race equality and diversity project team to provide support and guidance to forces and to identify and promote best practice.	<ul style="list-style-type: none"> <li>Increased confidence amongst minority staff and the wider community in their force's ability to deliver on the race equality and diversity agenda.</li> <li>Visible and active compliance with equality legislation.</li> <li>Greater consistency in internal and external equality and diversity outcomes between forces in England and Wales.</li> </ul>
	Local	<b>A4.2</b> Forces and police authorities to ensure that the resources needed to deliver equality and diversity outcomes across all departments and BCUs are identified and secured through budget and business planning processes.	
	Local	<b>A4.3</b> Each force to consider establishing a Diversity Unit, with dedicated staffing and budgets. This unit will give clear focus ensuring that internal and external focus is combined and addressed collectively.	
	Local	<b>A4.4</b> Diversity Units and those involved in impact assessment mechanisms to retain personnel and budgets specifically for consultation with both statutory and non-statutory partner agencies.	
<b>A5</b> To ensure consistency between forces and police authorities in prioritising functions and policies which pertain to Race	National	<b>A5.1</b> ACPO and APA to identify and prioritise a list of the functions and common policy areas that are most relevant to the promotion of race equality.	<ul style="list-style-type: none"> <li>Improved and more consistent compliance with RR(A)A.</li> </ul>

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and policies which pertain to Race Equality Schemes.	National	<b>A5.2</b> HMIC to monitor how individual forces use this nationally prioritised list.	
	National	<b>A5.3</b> ACPO and APA to ensure that national policies, procedures and guidelines are audited for their relevance to race equality.	
	National	<b>A5.4</b> ACPO and APA to publish the outcomes of the assessment of relevance for race equality of national policies, procedures and guidelines.	
	National	<b>A5.5</b> ACPO and APA to undertake race equality impact assessments of those national policies, procedures and guidelines which are of high relevance to race equality.	
	National	<b>A5.6</b> ACPO and APA to publish outcomes of any impact assessments that are undertaken.	
<b>A6</b> To improve the effectiveness and consistency of the inspection process.	National	<b>A6.1</b> HMIC to strengthen the Baseline Assessment criteria in respect of equality and diversity. Specific questions to be developed that qualitatively assess compliance with equality legislation. HMIC to require forces to submit copies of the annual review of their RES for assessment.	<ul style="list-style-type: none"> <li>• Inspection regime effectively monitors compliance with equality legislation.</li> <li>• Effective and consistent scrutiny.</li> </ul>
	National	<b>A6.2</b> APA to produce guidance to assist police authorities to scrutinise forces' RES.	<ul style="list-style-type: none"> <li>• Greater scrutiny of RES and improved compliance with equality legislation.</li> </ul>

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	National	<b>A6.3</b> HMIC inspections to comment and scrutinise on force compliance with each strand of equality legislation.	<ul style="list-style-type: none"> <li>Forces compliant with equalities legislation.</li> </ul>
<b>A7</b> To ensure that all forces' RES meet the legal requirements of the RR(A)A.	Local	<b>A7.1</b> Forces and police authorities to follow the CRE Code of Practice in developing their RES.	<ul style="list-style-type: none"> <li>Police Race Equality Schemes to be recognised as examples of best practice.</li> <li>Compliance with legislation and improved public confidence.</li> <li>Increased confidence of minority staff and the community in the force's ability to deliver on the race equality and diversity agenda.</li> <li>Increased public awareness of compliance by forces with general duty.</li> </ul>
	National	<b>A7.2</b> ACPO and APA to produce an impact assessment toolkit drawing on the CRE good practice guidance.	
	Local	<b>A7.3</b> Forces and police authorities to ensure that race equality scheme action plans clearly identify resources and time scales for delivery.	
	Local	<b>A7.4</b> Forces and police authorities to ensure their RES and related action plans are updated and reviewed. In addition, outcomes to be published at least on an annual basis.	
	Local	<b>A7.5</b> Forces and police authorities to ensure that all published policies include policy intent, with the date and level of assessment with regard to the relevance to race equality.	
<b>A8</b> To ensure that all managers within police forces effectively promote race equality in line with the general duty.	Local	<b>A8.1</b> Performance appraisal objectives to include specific, measurable targets relating to race equality and diversity outcomes and the general duty. Where appropriate this should be linked to performance related pay.	<ul style="list-style-type: none"> <li>Active demonstration by managers of personal responsibility with regard to the general duties.</li> </ul>

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	Local	<b>A8.2</b> Forces to undertake race equality impact assessments of force and BCU annual policing plans.	

**B: Staffing and Internal Environment:** To ensure that all staff understand, are committed to, and are involved in the delivery of race equality and the management of diversity.

Objective	Level	Action	Outcomes
<b>B1</b> To improve public perception of the police service as a career option	National	<b>B1.1</b> ACPO to ensure Home Office research on perceptions of different communities regarding careers in the police service is effectively disseminated across the service.	<ul style="list-style-type: none"> <li>Greater understanding by the service of the barriers it needs to overcome to recruit from Black and Minority Ethnic (BME) communities.</li> <li>Improved perception by BME communities regarding a career with the service.</li> <li>Increased interest in careers with the police service by BME people.</li> </ul>
	Local	<b>B1.2</b> Forces to review their recruitment and positive action strategies in response to the views of local communities and Home Office research and guidance documents (e.g. Breaking Through Action Plan).	
<b>B2</b> To develop a representative police service which meets the needs and has the confidence of BME communities.	National	<b>B2.1</b> Home Office to undertake a review of existing BME strength targets and assess the benefits of revising them to focus on recruitment rates as opposed to force strength.	<ul style="list-style-type: none"> <li>Revised nationally developed targets.</li> <li>Targets / guidelines set for rural forces in line with regional / national working population.</li> </ul>
	National	<b>B2.2</b> The review at B2.1 should consider the case for setting targets for rural forces based on the national or regional statistics.	
	National	<b>B2.3</b> Home Office, ACPO, APA and HMIC to host a national seminar to share good practice in positive action, equalities initiatives (e.g. General Occupational Qualifications) and recruitment, retention and progression.	
	National	<b>B2.4</b> Home Office to develop a toolkit to assist forces in delivering recruitment familiarisation events targeting BME communities.	

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<b>Objective</b>	<b>Level</b>	<b>Action</b>	<b>Outcomes</b>
<b>B3</b> To encourage and support informal enquiries about employment with the service from BME applicants.	Local	<b>B3.1</b> Forces to establish an appropriately resourced positive action role/team, as part of their Diversity Unit, to develop outreach, community engagement, and mentoring activities to encourage and support informal enquiries and applications from BME and other under-represented communities.	<ul style="list-style-type: none"> <li>Improved public confidence in the service, particularly within BME communities.</li> </ul>
<b>B4</b> To achieve a standardised national recruitment process that alleviates unwarranted variation in interview practices and standards between different forces.	National	<b>B4.1</b> Home Office and Centrex to review the impact of the second interview conducted by some forces and make appropriate recommendations.	<ul style="list-style-type: none"> <li>An effective standardised national recruitment and assessment process that is fair, transparent and non-discriminatory.</li> <li>Greater confidence by BME communities in the equity and transparency of the recruitment process.</li> </ul>
	National	<b>B4.2</b> Home Office to change police regulations to make national recruitment standards mandatory.	
	National	<b>B4.3</b> HMIC to update its Inspection on National Recruitment Standards in relation to forces' implementation of assessment centre procedures to ensure compliance.	
	Local	<b>B4.4</b> Forces to ensure that their recruitment process complies with the national standards.	
	National	<b>B4.5</b> Centrex to develop a mandatory recruitment assessor training package that effectively integrates race equality and diversity considerations so that the ethical and legal implications of all equality legislation are a consistent focus within the training.	

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<b>Objective</b>	<b>Level</b>	<b>Action</b>	<b>Outcomes</b>
	Local	<b>B4.6</b> Forces to ensure that all assessors have successfully completed the training package referred to at B4.5.	<ul style="list-style-type: none"> <li>• Diverse pool of lay assessors imparts skills and local knowledge positively contributing to a transparent recruitment process.</li> </ul>
	National	<b>B4.7</b> Home Office to establish a national panel of assessors from BME communities.*	
	Local	<b>B4.8</b> Forces to involve lay assessors fully in the recruitment of police officers. This must include members of BME communities.	
<b>B5</b> Address disproportionality in rejection rates of BME applicants at assessment centre and ensure the process is fair and anti-discriminatory.	National	<b>B5.1</b> ACPO, Centrex, Home Office and the APA to monitor the national assessment process for disproportionality in all areas and specifically in the 'Respect for Race and Diversity' element and take remedial action to address any adverse impact.	<ul style="list-style-type: none"> <li>• Disproportionality in recruitment outcomes is minimised.</li> <li>• Improved understanding of profile of successful applicants</li> <li>• An effective standardised national recruitment and assessment process that is fair, transparent and non-discriminatory.</li> <li>• Greater confidence by BME communities in the fairness and transparency of the recruitment process.</li> </ul>
	National	<b>B5.2</b> Centrex to monitor for adverse impact at assessment centre on a continuous basis. Findings of these assessments to be reported to Home Office for scrutiny, and changes made where appropriate.	
	National and Local	<b>B5.3</b> The Home Office, ACPO and Centrex to introduce a common approach for the gathering of monitoring data at all stages of the recruitment and selection process, from initial enquires to assessment. A service level agreement to be established between the Home Office, Centrex and forces on access to and analysis of data.	

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	National	<b>B5.4</b> Centrex to review the existing training for assessors and trainers to recognise and address racist and discriminatory tendencies.	<ul style="list-style-type: none"> <li>Increased confidence of existing BME staff in the recruitment and selection process.</li> <li>Assessors and trainers skilled and knowledgeable in equality legalisation and anti-discriminatory practices.</li> <li>Demonstration by Centrex and forces of zero-tolerance to racist behaviour.</li> </ul>
	National and Local	<b>B5.5</b> Centrex and forces to establish appropriate mechanisms to allow the confidential reporting of inappropriate or racist behaviour within the assessment process.	
	Local	<b>B5.6</b> Forces to implement the recommendations within the 'Breaking Through' action plan for improving recruitment from BME communities. These action plans should be incorporated within force Race Equality Scheme and complement employment-specific duties.	
<b>B6</b> To increase the recruitment rate of BME applicants.	Local	<b>B6.1</b> Forces to review internal mechanisms to ensure effective monitoring of any disproportionality at each stage of the recruitment process. Outcomes of this monitoring to be published in accordance with employment specific duties.	<ul style="list-style-type: none"> <li>Local development and implementation of action plans to improve BME representation.</li> <li>Effective compliance under employment specific duties.</li> <li>Monitoring identifies any weaknesses in working towards increased success rates of BME candidates.</li> <li>Reduced wastage of successful candidates, especially BME candidates.</li> </ul>
	National	<b>B6.2</b> Home Office to monitor the number and percentage of applicants failing recruitment vetting procedures and to take action to address unjustifiable disproportionality.	
	Local	<b>B6.3</b> Forces to monitor appointments offered which are not taken up and to identify reasons for withdrawal, taking action to resolve identified issues.	
	National	<b>B6.4</b> Home Office to report the number of officers and staff leaving the service and report on progress on achieving national retention targets.	

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	National	<b>B6.5</b> Home Office to develop separate recruitment channel for police staff to move to police officer roles.*	
	National	<b>B6.6</b> Home Office to amend recruitment processes to ensure that skills in a second language relevant to the force area should be positively recognised and taken into account.*	
	National	<b>B6.7</b> Home Office to produce marketing and advertising materials to assist forces to recruit applicants with second language skills.	
	National	<b>B6.8</b> Home Office to further develop a pilot programme to give forces assistance in marketing, public relations and outreach work with BME communities.	
	Local	<b>B6.9</b> Forces to review the extent to which they work in partnership with external agencies, such as Jobcentre Plus, that have experience in recruitment initiatives which attract BME applicants.	
<b>B7</b> To increase the retention of BME officers and staff with particular emphasis on probationers and those in their first five years of service.	National	<b>B7.1</b> Home Office to introduce a standard exit interview procedure for all officers and staff.*	<ul style="list-style-type: none"> <li>• Compliance with employment specific duties of RR(A)A 2000.</li> <li>• Improved retention of BME officers and staff.</li> <li>• Local development and implementation of action plans to improve BME representation.</li> <li>• Effective scrutiny and action planning to address disproportionality.</li> </ul>
	Local	<b>B7.2</b> Forces and police authorities to monitor the number, ethnicity and reasons of all officers and staff leaving the force, to take action to address any disproportionality and to publish a full account of their activity in this area.	
	Local	<b>B7.3</b> Forces and police authorities to monitor, review and address any disproportionality in the number of probationary officers required to resign/ dismissed during their probationary period or discharged under Regulation 13.	

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<b>Objective</b>	<b>Level</b>	<b>Action</b>	<b>Outcomes</b>
	Local	<b>B7.4</b> Forces to monitor progress and publish data against race equality employment targets for retention as initially set out under the 'Dismantling Barriers' initiative.	<ul style="list-style-type: none"> <li>to address disproportionality.</li> <li>Effective identification of retention issues by forces through monitoring.</li> </ul>
	Local	<b>B7.5</b> Forces to implement the recommendations contained within the 'Breaking Through' action plan for improving retention of BME officers and staff.	
<b>B8</b> To improve the career progression and representation of BME officers and staff at senior levels in the police service.	Local	<b>B8.1</b> Forces to: <ul style="list-style-type: none"> <li>a) Monitor career progression of BME officers and staff.</li> <li>b) Support and encourage the career progression of BME officers and staff through career learning and development programmes and processes.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance under Employment Specific Duties of RR(A)A 2000.</li> <li>Proportionate number of BME officers and staff progress into senior management positions.</li> <li>Proportionate success rates of BME candidates at HPDS selection processes.</li> <li>Improved retention of BME officers and staff.</li> <li>An HPDS that is fair, transparent and non-discriminatory.</li> <li>Exercise materials adequately 'equality-proofed'.</li> <li>Multi-skilled and transparent approach</li> </ul>
	National	<b>B8.2</b> Home Office to review promotion and progression procedures to ensure fairness, transparency and no adverse impact.*	
	National and Local	<b>B8.3</b> Home Office and forces to identify reasons for low success rates of BME candidates at all stages of selection for HPDS, and to take necessary action to address relevant issues.	
	National	<b>B8.4</b> Home Office to ensure mechanism in place for ongoing analysis of HPDS selection results to identify any discrimination or inequality of opportunity.	

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<b>Objective</b>	<b>Level</b>	<b>Action</b>	<b>Outcomes</b>
	National	<b>B8.5</b> Home Office to ensure that HR and Diversity specialists and lay assessors are involved in any panel that reviews and 'equality proofs' HPDS exercise materials.	<p>to reviewing exercise materials.</p> <ul style="list-style-type: none"> <li>Increased confidence by BME staff in HPDS process.</li> <li>Forces actively promote HPDS as part of positive action measures.</li> <li>Improved perception of fast-track schemes within and outside the service.</li> </ul>
	National	<b>B8.6</b> Home Office to work with the National Black Police Association (NBPA) to improve diversity of HPDS assessor panels (the composition of which is limited to ACPO ranks) and pursue proposals to recruit assessors from ranks/grades with greater BME representation (superintendent ranks and equivalent police staff) to serve as HPDS assessment centre assessors.	
	Local	<b>B8.7</b> Forces to ensure that existing guidance and training enables the effective managerial identification of potential HPDS candidates.	
	National and Local	<b>B8.8</b> Home Office and forces to target BME groups internally and externally to secure participation in the HPDS and to market the scheme appropriately in order to change perceptions of fast-track selection processes.	
	National	<b>B8.9</b> Home Office to develop similar arrangements for police staff to those already available to police officers under the HPDS.	
<b>B9</b> To improve the representation of BME staff at each rank and within specialist roles.	National	<b>B9.1</b> HMIC to review forces' effectiveness in tackling under-representation of BME staff within all levels and specialist roles.	<ul style="list-style-type: none"> <li>Increased confidence by BME staff in the service's promotion and career development processes.</li> </ul>

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Objective	Level	Action	Outcomes
	National	<b>B9.2</b> Home Office to review promotion procedures to remove barriers to the advancement of BME staff. Review to include consideration of the use, by some forces, of an additional interview for successful OSPRE candidates.	development processes. <ul style="list-style-type: none"> <li>• Greater representation of BME staff at all levels of the service.</li> <li>• Forces more reflective of the wider community.</li> </ul>
	Local	<b>B9.3</b> Forces to review selection and promotion processes to identify barriers to the advancement of BME staff.	
	Local	<b>B9.4</b> Forces to review the implementation of positive action initiatives in increasing the number of BME staff at each rank and within specialist roles.	
	National & Local	<b>B9.5</b> Home Office, forces and police authorities to work with NBPA and local BPAs to strengthen support networks for BME staff and officers.*	
<b>B10</b> To develop a strong and consistently applied service-wide strategy to eliminate unlawful discrimination within the working environment.	National	<b>B10.1</b> ACPO to develop national guidance on recognising and robustly responding to all forms of discriminatory behaviour, language and attitude.	<ul style="list-style-type: none"> <li>• Increased support for eliminating discrimination.</li> <li>• Managers are confident in applying procedures and in identifying which issues should be dealt with through grievance (<i>Fairness at Work</i>) procedures and which must be considered as disciplinary matters.</li> </ul>
	Local	<b>B10.2</b> Forces to deliver appropriate training to ensure that all officers and staff are confident in the steps they must take to deal appropriately and consistently with discriminatory behaviour or attitudes.	

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Objective	Level	Action	Outcomes
	National	<b>B10.3</b> Home Office to amend police regulations to ban membership by a member of a police force of the British National Party, Combat 18 or the National Front or any other organisation whose constitution, aims, objectives or pronouncements are incompatible with the duty imposed by Section 71 of the of the Race Relations Act 1976 as amended.	<ul style="list-style-type: none"> <li>Increased confidence in the commitment of the police service to eliminating racial discrimination</li> <li>Increased staff awareness of, and confidence in, the organisation's internal identification and investigation of hate crime.</li> <li>Improved trust and confidence of BME communities and staff.</li> <li>Demonstrate effective leadership.</li> </ul>
	National	<b>B10.4</b> ACPO to develop guidance to forces on the implementation of the revised police regulations banning membership of certain organisations, as outlined at 10.3.	
	National	<b>B10.5</b> ACPO to develop minimum standards and guidance for tackling internal hate crime.	
	Local	<b>B10.6</b> Forces to devise and implement an internal Hate Crime policy in line with the ACPO guidance with appropriate procedures and support structures.	
<b>B11</b> To ensure the effective and consistent use of professional standards and grievance (Fairness at Work) procedures in tackling racism and discrimination across the service.	National	<b>B11.1</b> Home Office to ensure the collection of data on the use of the police conduct regulations (including police appeals tribunals) and to consider whether an impact assessment of the grievance (Fairness at Work) procedures is required and what data should be collected on grievance at a national level on an ongoing basis.	<ul style="list-style-type: none"> <li>Professional Standards and the application of grievance (Fairness at Work) procedures that are more consistent, fair, easily understood and timely in order that the needs of the individual and the organisation are better met.</li> <li>Monitoring data on the use of Police Appeals Tribunals.</li> </ul>
	National	<b>B11.2</b> ACPO and APA to develop national guidelines for forces on the application of sanctions, to promote greater consistency.	

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Objective	Level	Action	Outcomes
	National & Local	<b>B11.3</b> IPCC to review and update Police Complaints Authority guidance on 'Investigating Allegations of Racially Discriminatory Behaviour' - forces to ensure guidance is followed.	Appeals Tribunals. <ul style="list-style-type: none"> <li>• Professional Standards staff are knowledgeable and skilled in the application of equalities legislation as it applies to their role.</li> <li>• Service-wide implementation of guidance on the investigation of racist behaviour.</li> </ul>
<b>B12</b> To raise the trust and confidence of staff in internal grievance (Fairness at Work) and complaints procedures.	National	<b>B12.1</b> ACPO to consider the creation of an independent national integrity help line for officers, police staff and members of the public to convey their concerns in a confidential way and establish mechanisms to ensure that those concerns are addressed by forces.	<ul style="list-style-type: none"> <li>• Increased confidence among staff (and members of the public) in the mechanisms for reporting concerns.</li> <li>• Proportionate use of reporting mechanisms by all staff.</li> <li>• Enhanced confidence among managers and co-workers to challenge inappropriate language and behaviour.</li> <li>• Increased transparency and impetus to tackle disproportionality at all levels.</li> <li>• Monitoring informs future national policy.</li> </ul>
	Local	<b>B12.2</b> Forces and police authorities to work with staff associations and support networks to identify the concerns of BME staff in relation to Professional Standards and grievance (Fairness at Work) procedures and implement strategies to raise trust and confidence in these procedures.	
	Local	<b>B12.3</b> Forces to adopt the ' <i>Fairness at Work</i> ' procedures, including the appointment of an independent monitor - forces should also implement a marketing strategy to promote the new procedures and foster confidence in them.	

<b>B: Staffing and Internal Environment:</b> To ensure that all staff understand, are committed to, and are involved in the delivery of race equality and the management of diversity.			
<b>Objective</b>	<b>Level</b>	<b>Action</b>	<b>Outcomes</b>
	Local	<b>B12.4</b> Police authorities to implement monitoring procedures based upon APA guidance relating to grievance (Fairness at Work) and employment tribunals (“ <i>People Matters</i> ”, <i>Tackling Discrimination: Police Authority Oversight and Scrutiny of grievance procedures and employment tribunals</i> ).	<ul style="list-style-type: none"> <li>Increased scrutiny and accountability of forces’ performance in relation to the management of grievance (Fairness at Work) and disciplinary issues.</li> <li>Forces monitor complaint, grievance (Fairness at Work) and discipline in line with the RR(A)A.</li> </ul>
	Local	<b>B12.5</b> Forces and police authorities to agree an information sharing protocol on grievances (Fairness at Work) procedures and employment tribunals in line with the model protocol contained within “ <i>People Matters</i> ”.	
	Local	<b>B12.6</b> Forces to incorporate “ <i>Learning the lessons from Employment Tribunals</i> ” into training for managers and supervisors.	
<b>B13</b> To ensure that managers are competent in the effective management of professional standards issues and grievance (Fairness at Work) procedures.	National	<b>B13.1</b> Centrex to undertake a review of current training on professional standards and grievance (Fairness at Work) issues and ensure that it addresses race equality and diversity issues.	<ul style="list-style-type: none"> <li>Managers confident in their ability to address issues and where appropriate, resolve workplace disputes outside the formal process.</li> </ul>
	Local	<b>B13.2</b> Forces to ensure that all managers have received the appropriate training, support and access to professional expertise, to deal effectively with professional standards and grievance (Fairness at Work) procedures.	
<b>B14</b> To develop a consistent approach to the development and delivery of training on the general duty to promote race equality under the Race Relations	National	<b>B14.1</b> Centrex and the Home Office to review and revise the Integrated Competency Framework as necessary in order to ensure that responsibilities under the general duty are explicitly addressed at all levels.	<ul style="list-style-type: none"> <li>RR(A)A training specifically included within the National Learning Requirement for race and diversity.</li> </ul>

<b>B: Staffing and Internal Environment:</b> To ensure that all staff understand, are committed to, and are involved in the delivery of race equality and the management of diversity.			
<b>Objective</b>	<b>Level</b>	<b>Action</b>	<b>Outcomes</b>
under the Race Relations (Amendment) Act (RR(A)A).	National	<b>B14.2</b> Centrex to develop framework for training on the general duty and incorporate this within the National Learning Requirement for race and diversity.	<ul style="list-style-type: none"> <li>• Comprehensive integration of the general duty to promote race equality within ICF.</li> <li>• Informed leaders and managers skilled in promoting race equality.</li> <li>• Policies that are consistent and compliant with race equality and human rights legislation.</li> </ul>
	National	<b>B14.3</b> Home Office and Centrex to ensure that training is developed and provided to policy makers on the requirements of the RR(A)A	
	Local	<b>B14.4</b> Forces to ensure that promotion processes assess knowledge and competence with regard to responsibilities under the RR(A)A.	
	Local	<b>B14.5</b> Forces to ensure that all management and leadership programmes contain an explicit element of training on the general duty.	
	Local	<b>B14.6</b> Forces to ensure that training is provided on RR(A)A to all staff who have responsibility for developing and writing policy.	
	Local	<b>B14.7</b> Forces to ensure that all staff responsible for race equality impact assessment are fully trained to undertake such assessments in line with the RR(A)A, HRA and ECHR.	
<b>B15</b> To ensure the consistent delivery of effective race and diversity learning and development with the specific aim	National	<b>B15.1</b> Home Office, APA, ACPO and Centrex to publicise and market the Home Office document 'A Strategy for Improving Performance in Race and Diversity 2004-2009'.	<ul style="list-style-type: none"> <li>• Full implementation of 'A Strategy for Improving Performance in Race and Diversity 2004 – 2009'.</li> </ul>

**B: Staffing and Internal Environment:** To ensure that all staff understand, are committed to, and are involved in the delivery of race equality and the management of diversity.

Objective	Level	Action	Outcomes
development with the specific aim of improving police performance.	National	<p><b>B15.2</b> Home Office, ACPO, APA, Centrex and Skills for Justice to implement all items contained within Strategy for Improving Performance in Race and Diversity 2004-2009. Particularly:</p> <ol style="list-style-type: none"> <li>1. Development of assessment procedures for assessing competence against National Occupational Standards (NOS) 1A4 and 1A5.</li> <li>2. Implementation of the Learning and Development Skills Framework.</li> <li>3. Dissemination of business case for race and diversity learning and development.</li> </ol>	<ul style="list-style-type: none"> <li>• Effective mainstreaming of race equality and diversity learning and development programme at all levels within the police service.</li> <li>• Officers and staff competent to meet the needs of diverse communities.</li> <li>• Increased trust and confidence within local communities, staff associations and unions in the service's ability to deliver race and diversity training in order to enhance service delivery.</li> </ul>
	Local	<p><b>B15.3</b> Forces to implement the National Learning Requirement for race and diversity and provide appropriate diversity training for all staff, including temporary and voluntary staff.</p>	
	Local	<p><b>B15.4</b> Forces to involve local communities and staff associations/unions in the design, delivery and evaluation of race and diversity training to ensure that the particular needs of the local community are understood and integrated into a bespoke local training package.</p>	
	Local	<p><b>B15.5</b> Police authorities to work in partnership with forces with regard to point 15.4, taking into consideration the APA strategy "<i>Involving communities in police learning and development: the role of police authorities.</i>"</p>	

**B: Staffing and Internal Environment:** To ensure that all staff understand, are committed to, and are involved in the delivery of race equality and the management of diversity.

Objective	Level	Action	Outcomes
<p><b>B16</b> To improve the performance of all chief officers in relation to the requirements of the general duty to promote race equality under the RR(A)A and the delivery of race equality outcomes.</p>	National	<p><b>B16.1</b> Home Office to commission Skills For Justice to create National Occupational Standards and assessment processes for Chief Officers that reflect the general duty to promote race equality.</p>	<ul style="list-style-type: none"> <li>• Chief Officers are proven exponents of race equality.</li> <li>• Chief Officers have clear lines of local accountability for their performance in relation to the general duty to promote race equality.</li> </ul>
	National	<p><b>B16.2</b> Home Office, ACPO and Centrex to ensure that appropriate training is provided for Chief Officers to enable them to meet National Occupational Standards and so confidently discharge their duties in this area.</p>	
	Local	<p><b>B16.3</b> Police authorities to ensure responsibilities regarding the general duty to promote race equality are incorporated into Chief Constables' job descriptions and that performance in this area is specifically assessed within their Performance Development Review.</p>	

<b>C: Partnerships and Community Engagement:</b> To work with partner agencies and communities to identify needs and deliver responsive services to diverse communities.			
<b>Objectives</b>	<b>Level</b>	<b>Action</b>	<b>Outcomes</b>
<b>C1</b> To ensure that staff support networks are fully engaged as internal partners.	National	<b>C1.1</b> ACPO, Home Office, APA, HMIC and Centrex to undertake a review of all inter-agency meetings they organise to ensure appropriate representation for staff support networks.	<ul style="list-style-type: none"> <li>• Involvement of staff support networks in strategic decision-making processes.</li> <li>• Improved confidence in staff from minority communities in the service's ability to deliver on the race equality and diversity agenda.</li> <li>• Appropriately financed and staffed groups and networks that are able to assist forces in driving forward the race equality and diversity agenda.</li> </ul>
	Local	<b>C1.2</b> Chief Constable or nominated ACPO officer to meet regularly with staff associations, support networks and unions to inform policy development.	
	Local	<b>C1.3</b> Chief Officers to provide appropriate financial and material support and dedicated work time to support networks and to consider establishing minimum facilities agreements for all BPAs and other support networks.	
	Local	<b>C1.4</b> Forces to encourage Federation, Unions and other staff associations to develop an agreed programme of work to promote race equality and diversity as part of their function.	
	Local	<b>C1.5</b> Police authorities to monitor the level of involvement and the influence of staff support networks in force decision-making structures.	
<b>C2</b> To work in partnership to promote race equality and diversity in the criminal justice system.	National	<b>C2.1</b> HMIC to ensure that baseline assessment inspection process assesses performance on partnership working in line with the CRE guidance on race equality and partnerships.	<ul style="list-style-type: none"> <li>• Continuous improvement in forces' work on race equality and diversity as a result of the wider perspective gained by a partnership approach.</li> </ul>

<b>C: Partnerships and Community Engagement:</b> To work with partner agencies and communities to identify needs and deliver responsive services to diverse communities.			
<b>Objectives</b>	<b>Level</b>	<b>Action</b>	<b>Outcomes</b>
	Local	<b>C2.2</b> Forces to work to ensure that Crime & Disorder Reduction Partnerships (CDRP), Local Criminal Justice Boards (LCJB) and other local strategic partnerships develop and implement joint race equality and diversity strategies (using CRE Guidance on public authorities and partnerships).	<ul style="list-style-type: none"> <li>Joint race equality and diversity agenda established locally and adequately resourced.</li> </ul>
	Local	<b>C2.3</b> Forces work to ensure that adequate resources within partnership budgets are set aside to enable the effective promotion of race equality and diversity in the context of the partnership's business.	
<b>C3</b> To work in partnership to support the development of good practice and share knowledge between forces.	National	<b>C3.1</b> HMIC to chair regional good practice networks for race equality and diversity practitioners within the service.	<ul style="list-style-type: none"> <li>Consistent standards across the Police Service.</li> <li>Enhanced networking and information sharing.</li> <li>Increased dissemination of skills and knowledge.</li> </ul>
	National	<b>C3.2</b> ACPO Race & Diversity business area to promulgate good practice examples arising from the good practice network.	
	Local	<b>C3.3.</b> Forces to identify and promote local good practice resulting from partnership work.	
<b>C4</b> To ensure that the function and policies of the police service promote race equality and meet the needs of diverse communities.	Local	<b>C4.1</b> Forces and police authorities to ensure that they have a profile of the diverse communities they serve and that environmental scanning processes identify and address equality issues and the needs of these identified diverse communities.	<ul style="list-style-type: none"> <li>Citizen focussed policing services that meet the needs of diverse communities and the requirements of the general duty to promote race equality.</li> </ul>
<b>C5</b> To develop appropriate mechanisms for community engagement that contribute to the development of citizen focussed policing.	National	<b>C5.1</b> ACPO, Home Office and APA to support the development of effective practice guidance on community engagement, including the production of tools to assist practitioners to engage more effectively with their communities.	<ul style="list-style-type: none"> <li>Improved public trust and confidence.</li> <li>Citizen focused services that meet the needs of all communities.</li> </ul>

**C: Partnerships and Community Engagement:** To work with partner agencies and communities to identify needs and deliver responsive services to diverse communities.

Objectives	Level	Action	Outcomes
	National	<b>C5.2</b> Home Office to include community engagement as part of the PPAF citizen focus domain. It is recommended that the race equality and diversity aspects of these indicators should build on the findings within CRE/Audit Commission document 'The Journey to Race Equality'.	the needs of all communities. <ul style="list-style-type: none"> <li>• Productive community partnerships through effective community engagement mechanisms.</li> </ul>
	Local	<b>C5.3</b> Forces and police authorities to carry out a review of the effectiveness of their current mechanisms for community engagement.	
	Local	<b>C5.4</b> Forces to establish and resource Independent Advisory Groups, or other appropriate engagement mechanisms, with independent chairs.	

<b>D: Monitoring and Performance Management:</b> To ensure delivery of race equality outcomes through effective monitoring and performance management processes.			
<b>Objectives</b>	<b>Level</b>	<b>Action</b>	<b>Outcomes</b>
<b>D1</b> To establish an effective performance management structure for equality and diversity.	National	<b>D1.1</b> ACPO, HMIC, APA and Home Office develop a common framework for the scrutiny and monitoring of force performance on race equality and diversity. It is recommended that any such framework and related performance indicators build on the work of the CRE and the Audit Commission outlined in 'The Journey to Race Equality' and the CRE 'Framework for Inspectorate' documents.	<ul style="list-style-type: none"> <li>• Police authorities and HMIC adopt baseline assessments for inspection of force and police authority RES.</li> <li>• Mainstreaming of race equality and diversity objectives within all aspects of police performance.</li> <li>• Improved trust and confidence in communities as a result of commitment demonstrated by Chief Constable. As demonstrated by community consultation results or satisfaction surveys.</li> </ul>
	National	<b>D1.2</b> Home Office to review the Policing Performance Assessment Framework (PPAF) and further develop race equality and diversity performance and diagnostic indicators across all relevant domains.	
	Local	<b>D1.3</b> Police authorities to establish effective mechanisms for scrutinising their force's leadership, resourcing and delivery of Race Equality Schemes.	
	Local	<b>D1.4</b> Forces to develop strategic equality and diversity boards, that will be responsible for monitoring performance and compliance with equality legislation and related confidence and citizen-focus issues. It is recommended that the board includes representation from the Police Authority, Staff Associations, Support Networks, Unions, and Independent Advisory Groups or other appropriate community representatives and that a senior member of the Command team should chair it.	
<b>D2</b> To establish nationally agreed race and diversity performance indicators.	National	<b>D2.1.</b> HMIC to review assessment criteria and incorporate measures to assess compliance with RR(A)A and delivery of race equality outcomes in line with an agreed common framework.	<ul style="list-style-type: none"> <li>• Effective HMIC scrutiny of Race Equality Schemes.</li> </ul>

**D: Monitoring and Performance Management:** To ensure delivery of race equality outcomes through effective monitoring and performance management processes.

Objectives	Level	Action	Outcomes
<p><b>D3</b> To establish effective mechanisms for monitoring race and diversity issues within mainstream performance management regimes.</p>	<p>Local</p>	<p><b>D3.1</b> Forces to review their current performance management arrangements and embed the monitoring of equality and diversity issues within mainstream mechanisms. The data collected must be capable of identifying trends indicating disproportionality in terms of race or other relevant indices in order to prompt action to analyse and address underlying issues.</p>	<ul style="list-style-type: none"> <li>• Effective monitoring of performance that meets the requirements of equality legislation.</li> </ul>

<b>E: Communication and Marketing:</b> To ensure the effective communication of a national vision and strategy for race equality and diversity in the police service.			
<b>Objectives</b>	<b>Level</b>	<b>Action</b>	<b>Outcomes</b>
<b>E1</b> To ensure the effective communication of the vision, purpose and outcomes of the National Race Equality Action Plan.	National	<b>E1.1</b> ACPO, Home Office, APA, Centrex and HMIC to devise a communications strategy for the Interim Race Equality Action Plan	<ul style="list-style-type: none"> <li>Awareness of the plan across the service and by external stakeholders.</li> </ul>
<b>E2</b> Communication of the service's role in the promotion of race equality and diversity.	National	<b>E2.1</b> ACPO, Home Office, APA to develop a co-ordinated communication strategy to inform the public about the service's role in the promotion of race equality and diversity and its determination to tackle institutional racism.	<ul style="list-style-type: none"> <li>Greater understanding by the general public of the service's role in the promotion of race equality and diversity.</li> <li>Greater understanding and ownership of the duties contained within the Race Equality Scheme by all staff.</li> <li>Greater understanding by all communities of both the duties placed on forces and authorities and the work that these institutions have undertaken to fulfil their ethical and legal responsibilities to promote race equality and diversity.</li> </ul>
	Local	<b>E2.2</b> Forces and police authorities to develop separate communications strategies to accompany the publication of their respective Race Equality Schemes, with particular regard to communities not currently engaged.	
	Local	<b>E2.3</b> Forces and police authorities to develop internal communications strategies to make all staff aware of their responsibilities with regard to the general duty and how they can fulfil and exceed the duty in their work.	
<b>E3</b> Publicise progress on race equality and diversity within the service.	National	<b>E3.1</b> ACPO & APA to produce a joint annual report outlining progress in the field of race equality and diversity by forces and authorities.	<ul style="list-style-type: none"> <li>Increased awareness of work taking place across the services.</li> </ul>

**E: Communication and Marketing:** To ensure the effective communication of a national vision and strategy for race equality and diversity in the police service.

Objectives	Level	Action	Outcomes
<p><b>E4</b> Service-wide communication and exchange of best practice in race equality and diversity.</p>	<p>National</p>	<p><b>E4.1</b> ACPO to co-ordinate the provision of regular national and regional networking, conferences and training events for practitioners in the field of race equality and diversity within the service.</p>	<ul style="list-style-type: none"> <li>• Greater consistency of approach between forces.</li> <li>• Reduced isolation for staff working in race equality and diversity fields in the service.</li> <li>• Reduced reliance on external conference organisers therefore implied efficiency savings that can be reinvested in other aspects of practitioners' duties.</li> </ul>