Race and Diversity Audit Template

<div style="background:black;color:white">

SECTION 1

</div>

Recruitment/Retention and Progression

Traditionally under represented groups have been minority ethnic staff, female and members of staff with disabilities. You may wish to answer these questions highlighting different approaches with each group and include sexual orientation.

Answers should be typed into grey boxes which will expand as necessary. Please answer the **YES**/**NO** boxes by typing a cross (x) in the appropriate box.

1. Do you have a Race and Diversity strategy that links to the Force HR Strategy **YES** ☐ **NO** ☐

If **YES**, does this include recruitment issues? **YES** ☐ **NO** ☐

2. Who leads on this strategy?

RANK	POST

3. How is it managed and reviewed?

4. Do you track the number of applicants from under represented groups compared to the total number of successful applicants? **YES** ☐ **NO** ☐

If **YES**, what is the profile and are there any action plans in place to address identified issues?

5. Has this strategy been audited in line with the Race Relations (Amendment) Act 2000 in particular:

a) the general duty to promote equality of opportunity?   **YES** ☐   **NO** ☐

b) eliminate discrimination ?   **YES** ☐   **NO** ☐

c) promote good race relations?   **YES** ☐   **NO** ☐

If **YES** to any of the above, what was the outcome of the audit?

[ ]

6. How does the Force identify its target groups and their expectations for recruitment?

[ ]

7. Have you identified any barriers to recruitment for any under represented groups?

	YES	NO	If **YES**, what barriers have been identified and how was this done?
for ethnic minorities			
for females			
for gay staff			
for staff with disabilities			
other – give examples			

8. What have you done to address these barriers?

[ ]

9. What were the outcomes of this?

[ ]

10. How do you promote/advertise a career in the police:

a) for ethnic minorities

[ ]

b) for females

[ ]

c) for gay staff

[ ]

d) for staff with disabilities

[ ]

e) other – give examples

> [ ]

11. Have you assessed the effectiveness of this? **YES** [ ] **NO** [ ]

If **YES**, what were the results?

> [ ]

12. Has the Force consulted with under represented groups over their perceptions of a career in the police? **YES** [ ] **NO** [ ]

If **YES**, what were the outcomes?

> [ ]

13. Does your Force use the National Model for Recruitment of Police Officers? **YES** [ ] **NO** [ ]

If not, when do you anticipate adoption? (Can be found on the following web site www.homeoffice.gov.uk)

> [ ]

14. Who is responsible for paper sifting candidates?

> [ ]

15. How are they trained?

> [ ]

16. Do they reflect your under represented groups? **YES** [ ] **NO** [ ]

17. What is the composition of your selection panels (In terms of under represented groups)?

> [ ]

18. What training is provided to the selection panel in relation to the issues impacting on candidates from under represented groups?

> [ ]

19. How do you test for racist, sexist, homophobic or other discriminatory behaviours during the recruitment process?

> [ ]

20. How do you monitor new recruits to identify potential racist/sexist/homophobic or other discriminatory behaviour?

21. How many times has this resulted in positive action being taken?

22. Has the Force conducted an audit of all its recruitment processes including people and literature in terms of race and diversity issues?　　　　　　　　　　**YES** ☐　　**NO** ☐

If **YES**, what were the outcomes and how have they informed the revision of recruitment processes?

23. What support groups of unions/networks do you have in place for under represented groups staff who join the force either as new joiners or transferees from other organisations/forces?

24. Are these advertised and made available to potential applicants?　　**YES** ☐　　**NO** ☐

25. How have you communicated with all staff regarding the importance of race and diversity issues within recruitment?

26. What have been the outcomes of this?

27. How do senior officers reinforce Race and Diversity issues within the Force?

Retention

Traditionally under represented groups have been minority ethnic staff, female and members of staff with disabilities. You may wish to answer these questions highlighting different approaches with each group and include sexual orientation.

1. How do you retain staff from under represented groups? i.e.:

a) of ethnic minorities

b) of females

c) of gay staff

d) staff with disabilities

e) other – please specify

2. Do you analyse the number of staff leaving the Force each year?   **YES** ☐   **NO** ☐

If **YES**, is this broken down into under represented groups?   **YES** ☐   **NO** ☐

If **YES**, what is the profile of staff leaving?

3. Do you conduct exit interviews?   **YES** ☐

NO ☐ **GO TO Q8**

If **YES**, who does this?

RANK/POST	DEPARTMENT

4. What happens to the information from exit interviews?

5. How is this fed back into informing Force retention activity?

6. Are there questions that relate to the possibility of discriminatory practice being the reason for leaving?   **YES** ☐   **NO** ☐

If **YES**, please specify

7. What training do exit interviewers have in diversity issues and cross-cultural communication?

8. Can you identify the three main reasons why each of these staff groups leave the service (in order of importance):

a) police officers:

1.	2.	3.

b) police staff:

1.	2.	3.

c) specials:

1.	2.	3.

d) volunteers:

1.	2.	3.

e) community support officers:

1.	2.	3.

9. Are there any action plans in place to improve retention within the Force?　　　　　　　　　　　　　　　**YES** ☐　**NO** ☐

If **YES**, who leads on the action plans?

RANK/POST	DEPARTMENT

10. Are any of the staff associations/unions/support networks used to identify retention issues?　　　　　　　　**YES** ☐　**NO** ☐

If **YES**, how?

11. Are there any 'early warning' procedures to identify and manage discontented staff?　　　　　　　　　　**YES** ☐　**NO** ☐

If **YES**, what are the outcomes?

12. Are staff from under represented groups recognised for their achievements and encouraged to apply for promotion?　　**YES** ☐　**NO** ☐

If **YES**, how is this done?

13. What support structures are in place to enable people undertaking any such promotion process?

[blank field]

Progression

1. Who is responsible for the strategy on retention and progression in your force?

RANK/POST	DEPARTMENT

2. How does this person review practices and procedures in relation to diversity and under represented groups?

[blank field]

3. How has the force approached identifying needs of all under represented groups? i.e.

a) ethnic minorities

[blank field]

b) females

[blank field]

c) gay staff

[blank field]

d) staff who are disabled

[blank field]

e) other – give examples

[blank field]

4. Have you consulted with under represented group representatives about the progression/retention strategy?　　**YES** ☐　**NO** ☐

5. Does your force use a succession planning approach?　　**YES** ☐　**NO** ☐

If **YES**, how are the recruitment, retention and career progression issues relating to under represented group staff incorporated?

[blank field]

6. What checks and balances are in place to ensure equality for under represented groups?

[blank field]

7. Does your force monitor the careers of:

	YES	NO	If **YES**, how is this done?
ethnic minority staff			
female staff			
gay staff			
staff who are disabled			
in respect of age (Under the impending Age Discrimination Act due 2006 which will required the monitoring staff due to age; *Staff will include the following people – police officers/police staff/special constables*			

8. Does the make up of the Force promotion selection boards represent the community served by the Force?   **YES** ☐   **NO** ☐

If **NO**, please explain

9. What training do the members of the promotion selection board have in regard to race and diversity training?

10. How are diversity issues included in your selection programmes?

11. Do you use assessment centres?   **YES** ☐   **NO** ☐

If **YES**, how do you ensure equality issues are validated?

12. Who reviews your statistics on success rates in:

	RANK/GRADE	DEPARTMENT/ROLE
Interviews		
Other selection/ assessment centres		

13. Do you have your selection processes evaluated independently?   **YES** ☐   **NO** ☐

If **YES**, by whom?

SECTION 2

Training and Development

1. In the last twelve months have you reviewed the training needs and requirements of your force in relation to diversity training? **YES** ☐ **NO** ☐

If **YES**, please describe the change programme.

If **NO**, please describe your current programme and why you feel it meets the organisation's needs.

2. Please describe the nature of any race and diversity training you provide for probationers outside the Centrex development programme.

3. Please describe the nature of the induction training you provide to people other than police probationers.

4. What steps have you taken to implement the new European Directive on sexual orientation and religion? (Can be found on www.dti.gov.uk, www.acas.gov.uk and ACPO intranet, dated 28/11/03 - letter from ACC Martin Stuart, Bedfordshire on guidance on how to monitor sexual orientation under the Employment Equality (sexual orientation) Regulation 2003 Act

5. Do you provide Race and Diversity training to temporary staff? **YES** ☐ **NO** ☐

If **YES**: how do you monitor the training?

6. How do you support Diversity trainers? (Indicate all that apply)

informal contact ☐

counselling ☐

support networks ☐

other ☐

ACPO Training.

1. What training is provided in Race and Diversity to ACPO officers within your Force?
(Indicate all that apply)

classroom based training   ☐

community involvement   ☐

training course Internal   ☐

training course external   ☐

none   ☐

other, please specify   ☐

2. What training have your ACPO officers received in Race and Diversity prior to or since
their appointment? (Indicate all that apply)

classroom based training   ☐

community involvement   ☐

training course internal   ☐

training course external   ☐

none   ☐

other: please specify   ☐

High Potential Development Scheme (HPDS)

1. When do you make officers aware of the HPDS Scheme?

2. How are under represented groups encouraged to apply?

a) ethnic minorities

b) females

c) gay staff

d) staff who are disabled

e) other – please specify

3. Who is responsible for marketing and monitoring HPDS?

RANK/GRADE	DEPARTMENT/ROLE

4. How is the uptake of the HPDS monitored within your Force?

5. Are applications for HPDS monitored across ethnicity, gender etc.   **YES** ☐   **NO** ☐

6. How does this inform the management of the Scheme within your Force?

Personnel Development Review (PDR)

1. How are you using the National Framework to monitor diversity? (starting April 2004)

2. Have you moved to a competence based PDR/Appraisal process in your force?   **YES** ☐   **NO** ☐

If **NO**, when do you plan to make the change?

3. Who monitors that the PDR/Appraisal process takes place?

RANK/GRADE	DEPARTMENT/ROLE

4. Who monitors equality/diversity issues in relation to PDR/Appraisal?

RANK/GRADE	DEPARTMENT/ROLE

5. Does PDR/Appraisal link to career development/succession
planning/promotion processes: **YES** ☐ **NO** ☐

If **NO**, do you plan to have an integrated approach?   **YES** ☐ **NO** ☐

6. Does your PDR have an equality objective?   **YES** ☐ **NO** ☐

If **YES**, how is this linked into the Race Equality Scheme?

SECTION 3

Policy Development, Procedure and Practice

Internal Focus

1. Is there a policy setting out the force position in respect of:

race?   **YES** ☐ **NO** ☐

faith and religion?   **YES** ☐ **NO** ☐

gender?   **YES** ☐ **NO** ☐

disability?   **YES** ☐ **NO** ☐

sexual orientation?   **YES** ☐ **NO** ☐

age discrimination?   **YES** ☐ **NO** ☐

2. Have you developed guidelines for departments on legislation relating to?:

race?   **YES** ☐ **NO** ☐

faith and religion?   **YES** ☐ **NO** ☐

gender?   **YES** ☐ **NO** ☐

disability?   **YES** ☐ **NO** ☐

sexual orientation?   **YES** ☐ **NO** ☐

age discrimination?   **YES** ☐ **NO** ☐

3. Have you developed a business plan to support the effective implementation of diversity policies?   **YES** ☐ **NO** ☐

4. Do you use a template for policy audits?   **YES** ☐ **NO** ☐

If **NO**, do you know where you can obtain one?   **YES** ☐ **NO** ☐

5. What is the process for these audits? e.g. are they carried out by the Policy Unit or individuals in the organisation?

6. Who is consulted as part of the policy audit?

7. Which policies are **not audited** for: race, faith and religion, gender, disability, sexual orientation and age discrimination?

8. Do the audits include Recruitment, Retention, Progression, Leave and Flexible Working policies? **YES** ☐ **NO** ☐

9. What amendments have been made as a direct result of these audits since the changes to Employment Act 2002? (Can be found on the web site www.dti.com)

10. Is there a clear audit trail from the start of policy audit through to amending the policy if required? **YES** ☐ **NO** ☐

If **YES**, please explain:

11. How are policies/procedures amended following:

   a) challenges/case law

   b) results of grievance

   c) disciplinary enquiries

   d) employment tribunals

12. How quickly are they amended?

13. What mechanisms are in place to capture learning from:

   a) challenges/case law

   b) results of grievance

   c) disciplinary enquiries

d) employment tribunals

14. Are all policies available to staff? **YES** ☐ **NO** ☐

If **NO**, when do you intend them to be?

15. How are changes to policies communicated throughout the organisation?
(Indicate all that apply)

weekly orders ☐

news letter ☐

web site ☐

team briefings ☐

other – give examples ☐

16. How do you ensure that good practice is spread across areas and departments including
headquarters? (Indicate all that apply)

weekly orders ☐

news letter ☐

web site ☐

team briefings ☐

meetings structure ☐

management teams ☐

inspection audit ☐

inspection template ☐

dip sampling ☐

other – give examples ☐

17. How do you ensure that Race and Diversity are inspected as an integral part of BCU/ Area/
Division/ Dept / Force performance?

a) Do you ask how Race and Diversity issues are inspected as an integral part of BCU/Dept/Force level? **YES** ☐ **NO** ☐

b) Do you identify if anyone on BCU/Area/Division has a lead responsibility for Race and Diversity? **YES** ☐ **NO** ☐

c) Do you ask what meetings are held at BCU/Area/Division/ Dept level on Race and Diversity issues? **YES** ☐ **NO** ☐

d) Do you ask about community involvement/engagement on BCU/Dept level? **YES** ☐ **NO** ☐

18. Is there a strategic group responsible for scrutinising **internal** race and diversity issues? **YES** ☐ **NO** ☐

If **YES**, are the staff associations/unions and support networks involved in the group, and **YES** ☐ **NO** ☐

are there external representatives, reflecting all aspects of diversity, on the group? **YES** ☐ **NO** ☐

19. How do you link up different strands of Race and Diversity work across the organisation?

20. How do you ensure action is followed up?

21. Which individuals have power/influence to get things done or facilitate change on Race and Diversity issues? (Indicate all that apply)

police officers ☐

police staff ☐

specific post holders ☐

specific departments ☐

specific grades or ranks ☐

other – please specify ☐

22. Does the Force Race and Diversity Strategy incorporate (feed into) the ACPO Diversity Strategy? **YES** ☐ **NO** ☐

If **YES**, how?

23. How is the strategic implementation of Race and Diversity monitored within the Force? (Indicate all that apply)

by Force committees or meetings ☐

BCU/Area/Division/Dept committees ☐

use of monitoring data, if so what is collected ☐

review of policies and procedures ☐

other – please specify ☐

24. Does the Force Race and Diversity Strategy take into account the Force Governance Structure?　　　　　　**YES** ☐　**NO** ☐

25. How is your Race and Diversity strategy monitored by the Police Authority?

26. How does Race and Diversity link into Force HR Strategy within the National HR People Matters Framework?

27. Are all the race and diversity areas mentioned in the HR People Matters Framework included in the Force HR strategy?　　**YES** ☐　**NO** ☐

28. How is the Police Authority monitoring this?

29. Has the force signed up to the Gender Agenda?　　**YES** ☐　**NO** ☐

If **YES**, what proactive steps are being taking to maintain the principles of the Gender Agenda?

30. Has a *Gender Agenda* audit been conducted?　　**YES** ☐　**NO** ☐

If **YES**, what action is being taken to address the findings of the audit? (Examples: change in policy/training etc)

If **NO**, when is such an audit planned?

Staff

1. How can police officers and staff report racist/homophobic and other incidents that happen internally? (Indicate all that apply)

via grievances ☐

via complaints ☐

by classifying it as a racist or homophobic incident ☐

other – please specify ☐

2. When did you last conduct a 'cultural' audit or survey?
Within the last:

1 to 12 months ☐

1 year to 2 years ☐

2 years to 5 years ☐

other – please specify ☐

never ☐

If NEVER, is one planned?　　**YES** ☐　**NO** ☐

3. What form did the last conducted audit take?

4. What significant changes have you made as a result?

5. Is there a clear **internal** policy for dealing with hate crime?　　**YES** ☐　**NO** ☐

If **YES**, how often has it been used?

6. What were the outcomes of it being used?

7. How frequently do Areas/BCU/Divisions and the Force have meetings with support groups/unions and staff associations?

	AREAS/BCU/DIVISIONS	DEPARTMENT	FORCE
weekly			
monthly			
3 to 6 months			
other, please specify			

8. How do you feedback to police officers and staff about what will happen as a result of the consultation in short, medium and long term? (Indicate all that apply)

meetings 　　　　　　　　☐

briefings 　　　　　　　　☐

weekly orders 　　　　　　☐

intranet/internet 　　　　　☐

news letter 　　　　　　　☐

other, please specify: 　　☐

9. How do you set out the Force standards of behaviour of police officers and staff in regard to the crime of domestic violence and other unacceptable behaviour?

SECTION 4

External Focus

Race Equality Scheme (RES)

1. Who leads, manages and monitors your RES?

NAME	RANK/POST	DEPARTMENT

2. Does your RES contain an implementation plan?　　　　**YES** ☐　　**NO** ☐

3. How is your RES performing in relation to the plan? Is it on target, ahead or behind?

	ON TARGET	AHEAD	BEHIND
BCU/Area/Division			
Force			

4. Has the RES been reviewed?　　　　**YES** ☐　　**NO** ☐

If **YES**, when and what were the outcomes?

5. If **NO**, when do you plan to review it?

6. How do you consult with the community in relation to the RES? (Indicate all that apply)

surveys ☐

focus groups ☐

meetings ☐

other – please specify: ☐

7. How do you publish the consultation results?

internet ☐

intranet ☐

internal performance documents ☐

other – give examples ☐

8. What steps have you taken to extend the RES principles to other under represented groups?

9. What role has the Police Authority played in the:

	NONE	SMALL AMOUNT	SIGNIFICANT
Development of the RES	☐	☐	☐
Monitoring of the RES?	☐	☐	☐

Stop and Search/HORT1

1. Is there a lead ACPO officer to monitor how stop/search and use of HORT1 is discharged? **YES** ☐ **NO** ☐

If **YES**:

NAME	RANK/POST	DEPARTMENT

2. Is there an understanding of "proportionality" and does analysis take place that distinguishes between external influences and potential discrimination: **YES** ☐ **NO** ☐

If **YES**, does it take into account?

offender presence **YES** ☐ **NO** ☐

available street population **YES** ☐ **NO** ☐

profile of vulnerability/offending **YES** ☐ **NO** ☐

other; please specify. **YES** ☐ **NO** ☐

3. Do you monitor this? **YES** ☐ **NO** ☐

4. Do you monitor the outcome of stop search/HORT1 by different ethnic groups? **YES** ☐ **NO** ☐

5. At what level is the analysis carried out (indicate all that apply):

individual ☐

team ☐

department ☐

BCU ☐

force basis ☐

6. How frequently is the analysis carried out?

7. Have you identified any managerial interventions as a result?   **YES** ☐ **NO** ☐

If **YES**, what?

8. How does the Force quality assure stop search/HORT1?

9. Does the Force use any marketing to explain the powers of stop search/HORT1 both internally and externally?

internally   **YES** ☐ **NO** ☐

externally   **YES** ☐ **NO** ☐

10. Has any consultation with under represented groups taken place to obtain their views on the Forces use of stop search/HORT1?   **YES** ☐ **NO** ☐

If **YES**, what were the outcomes and how did the Force use this information?

11. Has the Force consulted with staff associations/unions and staff support networks relating to the use of stop/search/HORT1?   **YES** ☐ **NO** ☐

12. Does the force undertake any educative programmes with the community in relation to the implementation of stop and search powers/HORT1 by the police?   **YES** ☐ **NO** ☐

13. Do you monitor the outcome of following by different ethnic groups?

arrest   **YES** ☐ **NO** ☐

charge   **YES** ☐ **NO** ☐

caution   **YES** ☐ **NO** ☐

conviction   **YES** ☐ **NO** ☐

disposal   **YES** ☐ **NO** ☐

14. What does the analysis show?

15. What have you done as a result?

Complaints

1. What analysis has the Force done in relation to complaints?

2. Does the Force analyse unsubstantiated complaints to identify
possible trends?   **YES** ☐ **NO** ☐

If **YES**, what were the outcomes and results?

3. Has the Force ever consulted with under represented groups
both internally and externally over their perceptions of the
complaints system?   **YES** ☐ **NO** ☐

If **YES**, what were the outcomes?

4. In the last three years how many complaints of officers using discriminatory behaviour have
there been:-

	2001–02	2002–2003	2003–2004
Made			
Investigated			
Substantiated			

5. What were the sanctions, and how do they compare to sanctions imposed against other
substantiated complaints?

6. How was this communicated both internally and externally? (Indicate all that apply)

intranet/internet ☐

meetings ☐

web site ☐

media ☐

other – please specify: ☐

7. What training is given to those members of staff that may be required to take a complaint?

8. How do you measure satisfaction of the complainant? (Indicate all that apply)

postal ☐

phone ☐

internet ☐

ring back ☐

focus groups ☐

complaints received ☐

other – please specify: ☐

9. How does the Force record statistics on internal racists; homophobic; sexist and other discriminatory related grievances or discipline issues?

Crime Reporting

1. Do you have a "hate crime" policy?

YES ☐

NO ☐ **GO TO Q6**

2. How was it communicated internally? (Indicate all that apply)

intranet ☐

web site ☐

written document ☐

other – please specify ☐

3. How was it communicated externally? (Indicate all that apply)

email ☐

internet ☐

written document ☐

other – please specify ☐

4. How do you know that it was communicated successfully?

5. How do you ensure compliance with the policy?

6. Do you have a repeat victimisation policy? **YES** ☐

NO ☐ **GO TO Q9**

If **YES**, what crimes are included?

7. How many repeat victims have you had in the past 12 months relating to:-

a) race. ☐

b) gender. ☐

c) sexual orientation. ☐

d) disability. ☐

8. What work has been done to contact under represented groups over the issue of under reporting?

9. Do you have a policy on the use of interpreters? **YES** ☐

NO ☐ **GO TO Q12**

10. How was it communicated?

11. For what reasons i.e. prisoner or victim?

12. Have you promoted the 3rd party reporting policy to under represented groups?   **YES** ☐   **NO** ☐

    If **YES**, how is its effectiveness monitored?

Graded Response

1. Do you have a graded response policy?   **YES** ☐

    NO ☐ **GO TO Q1, NATIONAL INTELLIGENCE MODEL (NIM)**

2. How are hate crimes graded under this?

3. What assessment has taken place to ensure the policy is correct?

4. Who was consulted and how?

National Intelligence Model (NIM)

1. Do "Community Cohesion" issues form part of your Force/Area/BCU/Divisional strategic assessment?

Force	**YES** ☐	**NO** ☐		
Area/BCU/Divisional	**YES** ☐	**NO** ☐		

2. Is Community Cohesion included in your force and
Area/BCU control strategy?

Force   **YES** ☐   **NO** ☐

Area/BCU/Divisional   **YES** ☐   **NO** ☐

3. Have any Community Cohesion issues become strategic priorities on any of the Areas/BUC or departments?

Departments   **YES** ☐   **NO** ☐

Area/BCU/Divisional   **YES** ☐   **NO** ☐

If **YES**: –

a) Was problem profile analysis completed?   **YES** ☐   **NO** ☐

b) Did the NIM process involve other partners?   **YES** ☐   **NO** ☐

c) What was the result?

d) Did the Area/BCU deal with the problem any differently
compared to other strategic priorities?   **YES** ☐   **NO** ☐

4. Is there any assessment carried out about fragmenting
neighbourhoods and geographical areas?   **YES** ☐   **NO** ☐

If **YES**, what are their resource needs?

Critical Incidents

ACPO Definition: Any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of the: the victim, their family, and/or the community.

1. What mechanisms do you have in place to identify a critical incident, which has potential to create community tension?

2. What communication mechanism do you have in place with your communities when dealing with a critical incident, which has the potential to cause community tension?
(Indicate all that apply)

internet   ☐

newspaper   ☐

other written word ☐

radio announcement ☐

television ☐

telephone ☐

other ☐

3. How are critical incidents monitored as policy development at a strategic level?

4. Is there an ACPO lead for critical incidents? **YES** ☐ **NO** ☐

If **YES** who?

NAME	RANK/POST	DEPARTMENT

5. How will your diverse workforce be represented within the internal structures?

6. Which individuals within the organisation take a key role in resolving critical incidents?

POST	RANK	DEPARTMENT

7. What criteria do you use to identify these key individuals and how are they trained?

8. How do you communicate the critical issues to your staff and the community involved?
(Indicate all that apply)

internet ☐

newspaper ☐

other written word ☐

radio announcement ☐

television ☐

telephone ☐

intranet ☐

other internet ways ☐

other – give examples ☐

[   ]

9. Do you involve any external partners in your internal structure?   **YES** ☐   **NO** ☐

If **YES**, Who in the community do you involve?

[   ]

10. How do you use the strength of your diverse workforce to support the critical incident to its resolution?

[   ]

11. How do you deal with the issues of public confidence arising from critical incidents at strategic level?

[   ]

SECTION 5

Communication & Partnerships

Independent Advisory Groups (IAGs)

1. Do you have an IAG?   **YES** ☐   **NO** ☐

2. What is the Force structure for IAGs at:

Force level

BCU level

other – please specify

3. What are their responsibilities (list each one)?

4. Who chairs the respective meetings?

NAME	RANK/POST	DEPARTMENT

5. Which under represented groups are represented within your force area?

6. Does each IAG reflect the full range of under represented
groups in the Force Area?   **YES** ☐   **NO** ☐

7. How was the membership arrived at? (Indicate all that apply)

advertisement   ☐

word of mouth   ☐

independent members   ☐

elected members   ☐

strategic partnerships   ☐

other   ☐

8. Are the meetings minuted? **YES** ☐ **NO** ☐

If **YES**, how are these communicated?

9. To whom are the IAG minutes disseminated?

NAME	RANK/POST	DEPARTMENT

10. What input does the IAG have on policy formulation?

at the initiation

on the validation

Other

11. Is the IAG involved in monitoring delivery and quality assurance? **YES** ☐ **NO** ☐

12. How does the Force turn their recommendations into actions?

13. Do you ensure the IAG is independent? **YES** ☐ **NO** ☐

14. How do you ensure it remains so?

Other Partnerships

1. What other partnerships do the Force use to interact with under represented groups? (Please describe each group)?

2. Are meetings officially minuted for each group? **YES** ☐ **NO** ☐

3. Have the partnerships produced change in the Force's policies, practices or procedures? **YES** ☐ **NO** ☐

4. How do the partnerships contribute to the objectives and targets of the Force?

Confidence and Trust

1. What methods of consultation does the force undertake at: (Indicate all that apply)

	FORCE	AREA/BCU/DIVISION
survey groups	☐	☐
focus groups	☐	☐
internet	☐	☐
other – please specify	☐	☐

2. How does the Force turn feedback from consultation into actions?

3. What evidence is there that consultation has contributed to the decision-making processes of the Force?

4. What methods does the Force use to ensure that relevant training is making a difference to service delivery?

5. How does the Force measure public confidence within the under represented groups? (Indicate all that apply)

survey	☐
focus groups	☐
IAG's	☐
community panels	☐
other – give examples	☐

Communication

1. How is the Race and Diversity policy/strategy plan communicated to all the staff?
(Indicate all that apply)

training/briefing ☐

focus groups ☐

IAG's ☐

circulars/posters/leaflets ☐

other – please specify ☐

2. Is there an internal and external web site that is
disability accessible? **YES** ☐ **NO** ☐

3. Are all your forms of communication disability accessible e.g. use of
Braille/audit/large case prints (to be used when necessary)? **YES** ☐ **NO** ☐

4. How do you reinforce the message and contents of the Race and Diversity policy/strategy?
(Indicate all that apply)

leaflets/posters ☐

training/briefings ☐

internet/internet articles ☐

radio/TV/Newspapers ☐

recruitment literature/interviews ☐

other – please specify ☐

5. When did you last reinforce this message?

6. When do you plan to reinforce this message?

7. Have you identified any innovative ways to do this? **YES** ☐ **NO** ☐

If **YES**, what are they?

8. What gaps in the communication of the Race and Diversity policy/strategy have been identified?

>

9. What is being done to address these?

>

10. If they are not being addressed why not?

>

11. Do you have a corporate communication strategy?　　　　**YES** ☐　**NO** ☐

If **YES**, how are Race and Diversity issues incorporated in?

>

12. How often do you review the corporate communication strategy and how is progress fed into the Force Governance structure?

a)　yearly　　　　　　　　　☐

b)　every two years　　　　☐

c)　other – please specify　☐

>

13. Who is responsible for the corporate communication strategy?

NAME	RANK/POST	DEPARTMENT

14. Did you involve staff associations, unions and support groups in its development and ongoing reviews?

staff associations　　**YES** ☐　**NO** ☐

unions　　　　　　　　**YES** ☐　**NO** ☐

support groups　　　　**YES** ☐　**NO** ☐

15. Does it include an internal and external focus?　　　**YES** ☐　**NO** ☐

16. Do you monitor its effectiveness?　　　　　　　　　**YES** ☐　**NO** ☐

If **YES**, what action have you taken as a result of the monitoring?

>

17. What support does the force provide to staff associations, unions and support groups? i.e. time, funding, accommodation etc.

	TIME e.g. number of hours a day	FUNDING – e.g.: Amount	ACCOMMODATION e.g.: Officers	OTHER
BPA				
GPA				
BAWP				
Unions				
Associations				
Disability Support Networks				

18. How do they influence change to policy throughout the force?

19. Is the support for the above groups formalised?　　　**YES** ☐　**NO** ☐

    If **YES**, how and at what level?

20. Do you have policies to reflect this?　　　**YES** ☐　**NO** ☐

21. If the agreement was made at senior management level how was it communicated to the individuals' line managers? (Indicate all that apply)

intranet ☐

training course ☐

letter ☐

meeting ☐

email ☐

other – give example ☐

22. If the agreement is a local agreement why has it not been formalised by the senior management team?

23. What actions have the force taken to prepare for the implementation of Dismantling Barriers " (to be called Breaking Through)

24. Is your Police Authority supportive in monitoring your approach
to Race and Diversity issues? **YES** ☐ **NO** ☐

25. Has the authority signed up to the Dismantling Barriers 2 action plan? **YES** ☐ **NO** ☐

26. Has the authority signed up to the Gender Agenda? **YES** ☐ **NO** ☐

27. Is the force a corporate member of any equality bodies
or organisation that promote diversity? **YES** ☐ **NO** ☐

SECTION 6

Data Collection

POLICE FORCE:		DATE:	

2004 MILESTONE		2009 TARGET	
ME Police Officers	7.7 %	ME Police Officers	11%
ME Police Staff	8.2 %	ME Police Staff	11%
ME Special Constables	8.2 %	ME Special Constables	11%

ME = Minority Ethnic

Current Force Strength as at:	
Total – Police Officer establishment:	
Total – Police Staff establishment:	
Total – Special Constables:	

What is your total population:	
What is your population 16 + 1:	
Please confirm what data set used 2001 or +:	

Please amend according to your Police Officer rank structure

	TOTAL NUMBER	PERCENTAGE
A1 – Asian/Indian A2 – Asian/Pakistani A4 – Asian Bangladeshi A9 – Any other Asian background		%
B1 – Black/Caribbean B2 – Black African B9 – Any other mixed background		%
M1 – White/Black Caribbean M2 – White/Black African M3 – White/Asian M9 – Any other mixed background		%
W1 – White British W2 – White Irish W9 – White Any other background		%
01 – Chinese 09 – Any other ethnic background		%
Number/percentage of Police Officers who are disabled as defined in the Disability Discrimination Act 1995 (See foot note for definition)	Start October 2004	%

	TOTAL NUMBER	PERCENTAGE
Number/percentage of Male ME Police Staff	98/99– 99/00– 00/01– 01/02– 02/03–	% % % % %
Number/percentage of Female ME Police Staff	98/99– 99/00– 00/01– 01/02– 02/03–	% % % % %
Total Number/percentage of ME Police Staff	98/99– 99/00– 00/01– 01/02– 02/03–	% % % % %
Number/percentage of Police Staff who are disabled as defined in the Disability Discrimination Act 1995 (See footnote for definition)	98/99– 99/00– 00/01– 01/02– 02/03–	% % % % %
Number/percentage of Male ME Special Constables	98/99– 99/00– 00/01– 01/02– 02/03–	% % % % %
Number/percentage of Female ME Special Constables	98/99– 99/00– 00/01– 01/02– 02/03–	% % % % %
Total Number/percentage of ME Special Constables	98/99– 99/00– 00/01– 01/02– 02/03–	% % % % %
Number/percentage of Special Constables who are disabled as defined in the Disability Discrimination Act 1995 (See footnote for definition)	October 2004	%

RECRUITMENT AS AT:		
	TOTAL NUMBER	PERCENTAGE
Number and percentage intake of Male ME Police Officers recruited	98/99– 99/00– 00/01– 01/02– 02/03–	% % % % %
Number and percentage intake of Female ME Police Officers recruited	98/99– 99/00– 00/01– 01/02– 02/03–	% % % % %

Total number and percentage of ME Police Officers recruited	98/99–		%
	99/00–		%
	00/01–		%
	01/02–		%
	02/03–		%
Number and percentage intake of Male ME Police Staff recruited	98/99–		%
	99/00–		%
	00/01–		%
	01/02–		%
	02/03–		%
Number and percentage intake of Female ME Police Staff recruited	98/99–		%
	99/00–		%
	00/01–		%
	01/02–		%
	02/03–		%
Total Number and percentage of ME Police Staff recruited	98/99–		%
	99/00–		%
	00/01–		%
	01/02–		%
	02/03–		%
Number and percentage intake of Male ME Special Constables recruited	98/99–		%
	99/00–		%
	00/01–		%
	01/02–		%
	02/03–		%
Number and percentage intake of Female ME Special Constables recruited	98/99–		%
	99/00–		%
	00/01–		%
	01/02–		%
	02/03–		%
Total number and percentage of ME Special Constables recruited	98/99–		%
	99/00–		%
	00/01–		%
	01/02–		%
	02/03–		%

Number of volunteers:	98/99–		%
	99/00–		%
	00/01–		%
	01/02–		%
	02/03–		%

RETENTION AS AT:			
		TOTAL NUMBER	PERCENTAGE
Number of ME male Police Officers leaving and percentage of all Non ME Male Police Officers leaving	98/99–		%
	99/00–		%
	00/01–		%
	01/02–		%
	02/03–		%

Number of female ME Police Officers leaving and percentage of all Non ME Female Police Officers leaving	98/99– 99/00– 00/01– 01/02– 02/03–		% % % % %
Number of male ME Police staff leaving and percentage of all male Police staff leaving	98/99– 99/00– 00/01– 01/02– 02/03–		% % % % %
Number of Female ME Police staff leaving and percentage of all female Police staff leaving	98/99– 99/00– 00/01– 01/02– 02/03–		% % % % %
Number of male ME Special Constables leaving and percentage of all male Special Constables leaving	98/99– 99/00– 00/01– 01/02– 02/03–		% % % % %
Number of Female ME Special Constables leaving and percentage of Female Special constables leaving:	98/99– 99/00– 00/01– 01/02– 02/03–		% % % % %
Number of male ME Community Support Officers leaving	02/03–		
Number of female ME Community Support Officer leaving	02/03–		
Number of female officers taking maternity leave:	98/99– 99/00– 00/01– 01/02– 02/03–		
How many female police officers have returned to work after maternity leave :	98/99– 99/00– 00/01– 01/02– 02/03–		
How many female police staff officers return to full time from maternity?	98/99– 99/00– 00/01– 01/02– 02/03–		
Numbers of female police staff taking maternity leave?	98/99– 99/00– 00/01– 01/02– 02/03–		

How many female police staff have returned to work after maternity leave?	98/99– 99/00– 00/01– 01/02– 02/03–
How many female police staff return to full time from maternity?	98/99– 99/00– 00/01– 01/02– 02/03–
How many police officers requested flexible working?	98/99– 99/00– 00/01– 01/02– 02/03–
How many police staff requested flexible working?	98/99– 99/00– 00/01– 01/02– 02/03–
How many CSO have requested flexible working?	98/99– 99/00– 00/01– 01/02– 02/03–
How many of the above have been refused flexible working?	98/99– 99/00– 00/01– 01/02– 02/03–

How many police officers and police staff take the following leave?

	POLICE OFFICERS		POLICE STAFF		COMMUNITY SUPPORT OFFICERS	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
PATERNITY LEAVE						
98/99					N/A	N/A
99/00					N/A	N/A
00/01					N/A	N/A
01/02					N/A	N/A
02/03						
PARENTAL LEAVE						
98/99					N/A	N/A
99/00					N/A	N/A
00/01					N/A	N/A

					N/A	N/A
01/02					N/A	N/A
02/03						
ADOPTION LEAVE						
98/99					N/A	N/A
99/00					N/A	N/A
00/01					N/A	N/A
01/02					N/A	N/A
02/03						

Number of police officers as a percentage of all police officers in force:

POLICE OFFICERS																	
	WHITE				MINORITY ETHNIC				DISABILITY				PART TIME/JOB SHARE/FLEXIBLE				
	Male		Female		Male		Female		Male		Female		Male		Female		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Constable																	
Sergeant																	
Inspector																	
Chief Inspector																	
Superintendent																	
Chief Superintendent																	
Assistant Chief Constable																	
Deputy Chief Constable																	
Chief Constable																	
Commander																	
Deputy Assistant Commissioner																	
Assistant Commissioner																	
Deputy Commissioner																	
Commissioner																	

Number of Special Constables in force and as a percentage of all special constables:

SPECIAL CONSTABLES

	WHITE				MINORITY ETHNIC				DISABLED			
	Male		Female		Male		Female		Male		Female	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Special Constable												
Area Officer												
Section Officer												
Area Officer												
Commandant												

Number of CSO's as a percentage of all CSO's in force:

COMMUNITY SUPPORT OFFICERS												
	WHITE				MINORITY ETHNIC				DISABLED			
	Male		Female		Male		Female		Male		Female	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
CSO												
CSO Supervisor												

Foot Note:

Disabled defined in the Disability Discrimination Act 1995
A physical or mental impairment which has a substantial and adverse long term effect on his or her ability to carry out normal day to day activities