

Performance guidelines

for police forces and authorities

All police forces and authorities have a statutory general duty to work towards eliminating unlawful racial discrimination, and to promote race equality and good race relations. The duty is not optional and police forces and authorities must meet it even if the ethnic minority populations they serve are very small.

As enforcers of the law, police forces and authorities have a special responsibility to be seen to be even-handed and fair in the way they carry out their functions. How they approach the question of race equality and meet their duties can be a powerful force for social harmony in the communities they serve. Police forces and authorities are represented in numerous local and regional partnerships. By cooperating closely on questions of strategic direction and leadership, the services they provide, and their race equality schemes, they can help to make good practice the norm in their localities.

This leaflet describes the main results or outcomes that will distinguish a police force or authority that is meeting its duty well. It also outlines some of the ways in which the force or the authority can show that it is meeting the duty.

This leaflet is meant for a wide range of individuals and organisations, as well as police forces and authorities. For example, members of the public should find it useful if they want to know how well their local police force or authority is meeting its duty. Staff in a force or authority will be able to use it to see if their own work, and the work of their force or authority as a whole, is making a difference to meeting the duty to promote race equality and good race relations. Her Majesty's Inspectorate of Constabulary and the CRE will be able to use the leaflet as a guide to the performance they can expect from successful forces and authorities. Most of the results and activities we list here are likely to be included in an authority's or force's race equality scheme (which will vary from one authority or force to another).

This leaflet does not have statutory force. It is meant to be a concise guide to the performance that police forces and authorities should aspire to in meeting their duty. We recommend that they also use the statutory *Code of Practice on the Duty to Promote Race Equality* (which provides guidance on the new public duty) and the non-statutory *Guide for Public Authorities* (which gives more detailed advice and practical examples) to develop full strategies for promoting race equality and good race relations. Useful information and advice are also available at the following websites:

- www.cre.gov.uk
- www.apa.police.uk
- www.acpo.police.uk

Outcomes of meeting the duty

Community satisfaction and equal opportunities

- Local residents, service users, and people who have contact with the force or the authority, irrespective of their ethnic background, are equally satisfied with it, and with its individual services and policing strategies.
- Service users, especially from ethnic minority communities, say they have confidence in the force and the authority. For example:
 - surveys show no significant differences between ethnic groups in the confidence people have in the police, or in their readiness to contact them; and
 - people from all communities show greater interest in local consultation exercises.
- There are no significant differences between ethnic groups among those who use the force's or the authority's services. The force and the authority also reach groups who have rarely used their services before.
- There are no significant differences in service outcomes between ethnic groups.
- The force and the authority cater for a wide variety of needs, through flexible and well-designed services and policies.
- The general level of complaints is low, and there are no significant differences between ethnic groups in complaints about the force's services or policing methods.
- People are more confident about the way the force deals with reports of racist incidents and promotes good community relations, and are more ready to report racist incidents.
- Communication, support, and links between the force, the authority, and local communities have improved.
- The force and the authority have better formal and informal relations with different communities.

- There is a stronger sense of community, based on respect for people's differences.
- People feel more secure in their communities.

Staff satisfaction and equal opportunities

- The force's and the authority's workforces, including officers and civilian staff, are representative of the populations – local and national – from which the force and the authority fill their posts.
- All members of the authority and senior officers know their responsibilities under the new public duties. They play an active part in promoting race equality and good community relations.
- Staff from all ethnic backgrounds are satisfied with the way the force and the authority are run, and say they are good employers.
- There are no significant differences between ethnic groups in complaints about unfair treatment or racial discrimination, either from staff or their representatives.
- Ethnic minority staff are as likely as other staff to stay on in the force or the authority.
- Employment practices in the force and the authority attract good candidates from all ethnic groups.
- The force and the authority have a good reputation in the area as a fair employer.

Confidence and respect

- All staff know their responsibilities under the new public duties. They are confident about putting the force's or the authority's policies into practice, and carry out their functions in the interests of all.

- The force and the authority are respected for their commitment to – and success in – promoting equal opportunities and good race relations. For example, the force has received excellent reports from Her Majesty's Inspectorate of Constabulary.

- The force and the authority set high standards for the organisations they work with, and for the organisations that work for them.

Evidence of meeting the duty

Leadership

Strong leadership is vital if police forces and authorities are to meet the new public duty. A force or authority that is effectively promoting race equality will be able to show the following.

- Senior officers in the force and the authority, and members of the authority, have made a public commitment to tackle unlawful racial discrimination, and to promote equal opportunities and good race relations in all their functions.
- The leaderships of the force and the authority understand the guiding principles of promoting race equality. They make sure that these principles govern all aspects of their work. They have publicly stated that they are accountable for promoting race equality.
- Senior officers and members responsible for race equality in the authority coordinate their work with their counterparts in the force.
- Senior officers in the force and the authority, and authority members, take a firm and steady lead on promoting race equality and good race relations.
- Senior staff in the force and the authority, and authority members, from ethnic minorities play an active and responsible part in all areas. They are not marginalised, or expected only to concern themselves with work on equality and diversity.

Services and policies

The aim of the general duty is to make race equality central to the way police forces and authorities work. Services, policies, and procedures that are relevant to the duty should reflect this. A successful authority or force will be able to show the following.

The force or authority has identified functions and policies that are relevant to the duty.

- The force or authority has considered all its functions and the ways in which it carries them out. It has decided which of its functions are relevant to the duty to promote race equality, and has put them in order of priority.
- All parts of the force or authority are involved in reviewing functions.
- The force or authority is planning to repeat this assessment at least every three years.

The force or authority has arranged to assess, and consult on, the impact its policy proposals are likely to have on the duty to promote race equality.

- The force or authority has procedures for assessing its policy proposals for their possible impact on race equality.
- The force or authority takes steps to identify the full range of needs in the communities it serves. It makes sure everyone knows about its consultation plans and how they can take part.

- The force or authority carries out assessments of its policy proposals by gathering as much information as possible on the subject. It consults beyond its formal police and community consultative group, and involves staff, their representatives, authority members, and members of the public (including people from local ethnic minority communities) in all its exercises.
- The force or authority uses both formal and community-based approaches to consultation. For example, public meetings, surveys, outreach programmes, and contacts with community representatives, especially from groups it does not consult regularly.
- The force or authority considers other policy options when its assessments and consultations show that its policies could affect some ethnic groups adversely.

The force or authority has arranged to monitor the effects of its policies on different groups.

- The force or authority uses both established performance measures (for example, public service agreements), and its own indicators, to monitor policies that are relevant to the duty for their effects on different ethnic groups.
- The force or authority sets ambitious but achievable targets, to make continuous progress in promoting race equality.
- The force or authority uses the 'best value' system to make sure that race equality is part of its everyday work.
- The force or authority uses the results of its assessments and consultations, including ethnic monitoring, to improve the services it provides, and to reach all sections of the community.

The force or authority has arranged to publish reports on its assessments, consultations, and monitoring every year.

- The force or authority keeps easily accessible records of its monitoring, consultations, and assessments, and of any changes it makes to its policies as a result.

- The force or authority publishes user-friendly summaries of its assessments, consultations, and monitoring. For example, in newsletters, occasional publications, its policing plan, and on its website. The summaries include information about any changes the force or authority plans to make to its policies as a result.

The force or authority has made arrangements for everyone to have access to information about its work, and to its services.

- The force or authority uses various methods to provide information, and to promote its services to all sections of the local community.
- The force or authority sets targets for access to its services, and produces monitoring reports.
- The force or authority produces information in various languages, and provides interpreters for its services, when needed.
- The force or authority holds 'surgeries' in various convenient locations, and makes sure everyone knows about them.
- The authority holds its committee meetings in places, and at times, that are convenient for people from all parts of the community.
- The force or authority has effective, efficient, and open procedures for dealing with complaints about its services.

The force or authority has published a race equality scheme.

- The scheme consists of a strategy and an action plan to meet the general duty and any specific duties.
- The scheme is a timetabled and realistic three year plan, which came into effect on 31 May 2002 in England and Wales, and comes into effect in Scotland on 30 November 2002.
- The scheme is organised around achieving the results and outcomes described under 'Outcomes of meeting the duty'.

- The force or authority reviews the scheme regularly, using existing systems and processes.
- The force or authority publishes the scheme on its website, and in printed form. It is also available in other formats, on request. Copies have been distributed to all staff, and are available to members of the public.

The force or authority has set race equality objectives for all its partnership work, and for work carried out for it under contract.

- The force or authority informs partner organisations that it intends to work in line with the principles of the duty to promote race equality.
- The force or authority persuades its partners to adopt these principles as governing principles of the partnership's activities.
- The force or authority makes sure that staff working for partnerships that it is involved with, such as local strategic partnership, and crime and disorder partnerships, have been fully briefed on the general duty, and any specific duties, to promote race equality and good race relations.
- The force or authority has written its race equality duties into its service agreements and procurement contracts as performance standards for delivering services that are relevant to the duty.

Employment

The force or authority has arranged to train its staff on the duty.

- All staff receive training on the Race Relations Act as part of their community and race relations training. The training covers issues such as how to prevent discrimination and encourage respect for people from different ethnic backgrounds.
- Staff responsible for meeting the duty receive training on their responsibilities under the Act, and in the skills they need to meet the general duty and any specific duties.

The force or authority has made arrangements to monitor staff, applicants, and employment processes, by ethnic group.

- The force or authority routinely monitors employees and applicants for employment, training, and promotion, by ethnic group. As the force or authority has more than 150 full-time staff, it also monitors the number of staff who receive training, who benefit or suffer disadvantage from performance assessments, who are involved in grievances or disciplinary action, or who end their employment with the force or the authority.
- The force or authority takes steps to explain the importance of reliable ethnic monitoring, and to encourage all staff to cooperate by completing their ethnic classification form.
- The force or authority uses the ethnic monitoring data to set targets and to take action, both to encourage applicants from ethnic groups that are under-represented in particular areas of work and to deal with any adverse impact its employment policies and procedures might be having.
- The force or authority publishes the results of its monitoring in its annual report.

The duty to promote race equality

The code and guides



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