

PROFESSIONAL STANDARDS AND DIVERSITY COMMITTEE – 4 MARCH 2010

UPDATE REPORT ON THE IMPLEMENTATION OF THE EQUALITY STANDARD

REPORT BY THE CHIEF CONSTABLE

PURPOSE OF THE REPORT

To provide members with an update on the implementation of the Equality Standard for the Police Service.

1. BACKGROUND

- 1.1 The new Equality Standard for the Police Service was launched on 2 December 2009. A copy of the Equality Standard Framework is attached to this report at Appendix A. The Standard has been integrated into the recently published national Police Service Productivity Framework as a cross cutting theme.
- 1.2 It is anticipated that Her Majesty's Inspector of Constabulary (HMIC) will inspect Dorset's position against the Standard and the wider Productivity Framework as part of the planned Inspection called 'Working for the Public' in the autumn of 2010. The inspection will focus on both the Force and the Police Authority.

2. THE EQUALITY STANDARD

- 2.1 The Equality Standard is designed to be used as a customer focused benchmarking and continuous improvement tool. It has three sections comprising of 22 units and each is defined by three levels of achievement. It focuses in on particular areas where there have been difficulties in the past in achieving effective outcomes
- 2.2 The Equality Standard complements the Force's People Focus approach and adds to earlier Standards such as the Citizen Focus Hallmarks by specifically addressing equality.
- 2.3 The three sections of the Equality Standard are set out below:
 - **Operational Delivery** – meeting the needs of diverse individuals and communities.
 - **People and Culture** – building an inclusive and supportive working environment.
 - **Organisational Processes** – integrating equality across business areas.

- 2.4 Twenty-two units span the three sections and each of these is categorised into three levels of achievement which will reflect whether or not the Force is able to demonstrate being at the level of 'Base Line', 'Integration' or 'Excelling'.
- 2.5 The Standard will support self-assessment and sustain continuous self improvement by helping forces to:
- Assess current performance by focusing on activities and outcomes
 - Identify gaps in performance and drive improvement plans
 - Gain perspective by benchmarking process with other forces
 - Share effective practice and learn from other forces' performance
 - Improve delivery of equality outcomes for communities
- 2.6 The Equality Standard does not require the Police Service to carry out new tasks but to deliver improved equality outcomes for existing day-to-day activities. It is designed to contribute towards community confidence.
- 2.7 It is anticipated that HMIC will expect each force to have evidenced achievement of the base line level and to have set out an improvement plan.

3. PROGRESS UPDATE

- 3.1 Within the Force, the Strategic Diversity Board will direct and manage the overall self-assessment and improvement plan but work will be conducted across portfolio areas as appropriate.
- 3.2 Briefings have been conducted across the organisation and initial work is being conducted to interpret and synergise some of the definitions with Force approaches and to conduct a preliminary benchmark.
- 3.3 The Strategic Diversity Board which took place on 24 February considered the initial assessment and tasked further work. The synergy with the process of Impact assessment, citizen focus and, indeed, customer led process re-engineering is understood.
- 3.4 Members will recognise that fundamental to the citizen focus approach is the need to understand people and communities and this is a common theme across the Base Line level of the Standard. The Force is advancing new techniques for understanding all and vulnerable communities and the work to evidence the Equality Standard will be supported by this work.
- 3.5 A proof of concept product has been developed for the Rossmore and Alderney Safer Neighbourhood area, mapping readily available data sources including crime and incident data, anti-social behaviour (ASB), Key Individual Networks (KINS), Neighbourhood Watch coverage and Mosaic/Demographics online data. The next phase will be to distil down the range of data sources to establish those which add most value in producing a profile product which assists Safer Neighbourhood Teams (SNTs) to target their engagement and tactical activity.
- 3.6 Working in partnership is a common thread and work has been initiated to establish what data partners have available to share to enrich the profiling picture. Work is also in train to consider how this product could form part of mainstream Intelligence Unit analysis and Tasking and Co-ordination Group (TCG) processes. A fuller, separate report will be provided to the Authority in due course to update on the progress of community profiling.

3.7 Single Points of Contact are being identified in all key divisions and departments for the Diversity Development Manager to liaise with and support.

4. GOVERNANCE AND FUTURE REPORTING

4.1 In terms of the Force's own internal governance arrangements, the overall self-assessment and improvement plans for the Equality Standard will be directed by the Force's Strategic Diversity Board, which includes representation from the Police Authority.

4.2 In terms of overall Police Authority governance, the Authority's statutory responsibility to promote diversity within the Force is acknowledged and detailed discussions will be taking place with the Chief Executive on the proposed implementation of the Equality Standard and how progress and performance in respect of the self-assessment and improvement plans will be reported to this Committee. Proposals in respect of Police Authority monitoring and oversight of the Equality Standard will be reported for members' consideration at the Committee's next meeting in May.

5. RECOMMENDATION

5.1 Members are asked to note the contents of this report.

M BAKER QPM BSc (Hons) MBA
Chief Constable

Members' Enquiries to: Mr John Jones, Assistant Chief Officer (01305) 223710
Press Enquiries to: Public Relations Officers (01305) 223780/3640

The Equality Standard for the Police Service

Framework

Contents

Foreword 3

From Chief Constable Peter Neyroud

How To? 4

How the framework can help you

Operational Delivery 6

Meeting the needs of diverse individuals and communities

People and Culture 9

Building an inclusive and supportive working environment

Organisational Processes 11

Integrating equality across business areas



Foreword

Responding to calls from specialists within the police service, the Equality Standard for the Police Service provides a framework for improvement in the delivery of equality through a proactive approach to diversity. The Standard is tailored to the demands of the modern policing community, improving confidence in the service, delivering cost-effectiveness and representing a substantive shift away from a target-oriented, reactive approach to diversity.

The framework is designed to support the police service in:

- assessing current activity;
- identifying gaps in performance;
- benchmarking progress and sharing best practice; and
- improving performance by delivering positive equality outcomes

As in the *Equality Framework for Local Government*, we have sought to deliver equality for all. Within the Equality Standard, the public are regarded as 'diverse individuals and communities', affirming respect for the many characteristics that mark us out as individuals, and ensuring that discrimination of any kind is tackled. Equally, those who deliver policing services are the 'workforce', acknowledging the contribution of community volunteers to the diversity

and productivity of the service.

In developing the Equality Standard, the NPIA consulted widely, not only within the police service, but also with trades unions, staff associations, diversity staff support associations, and directly with community members. The process culminated in extensive field testing within 11 forces and included a Welsh language study.

The Equality Standard is distinct from existing compliance frameworks, but will ensure that evidence is shared in developing a complete picture of diversity issues. For example, evidence on police use of Stop and Search powers will also be used for the Public Service Agreements (PSA) 24 focus on disproportionality of impact within the Criminal Justice System. Further, the Equality Standard connects with both the Policing Pledge and the National Community Safety Plan, as well as contributing to Customer Service Excellence activity.

The NPIA will provide support to forces and police authorities and will coordinate a representative Editorial Board, supported by direct involvement from the Equality and Human Rights Commission, to keep the framework up to date and challenging. We will provide advice on use of the Equality Standard via the NPIA website and offer further support through the newly created POLKA (Police On-Line Knowledge Area) website for benchmarking and sharing effective practice.



The Equality Standard will help Chief Officers to deliver the new *Equality, Diversity and Human Rights Strategy* for the Police Service, which sets out a clear vision for police leaders in deriving benefits for their workforces and for the public.

This introduction is an appropriate place to register my thanks to our many partners in development, particularly to the Improvement and Development Agency (IDeA) for local government and to our Project Board, which included representatives from the tripartite partnership of the Home Office, Association of Police Authorities (APA) and Association of Chief Police Officers (ACPO). I would also like to say a special thank you to those police service colleagues who took on extra work to sit on the National Key Working Group and run field tests.

Chief Constable Peter Neyroud
Chief Executive of the National Policing Improvement Agency

How to?

The Framework for Police Use

The Equality Standard is designed to be used as a continuous improvement tool. The 22 units of the framework set out a visual journey of improvement.

Each unit has three stages, which allows the police service to assess current performance and plan how to improve. Having a formal framework will enable forces to benchmark performance with others and share effective practices.

The approach also supports police authorities in delivering their duties and allows for differing policing conditions and priorities across England and Wales. The Equality Standard has been designed to contribute to improving community confidence.

In a period of limited resources it does not require the police service to carry out new tasks but to deliver improved equality outcomes for existing day-to-day activities.

It would be too unwieldy if it tried to cover every policing activity so past scrutiny of police performance has been taken into account. The focus is therefore on specific areas of operational policing and organisational processes where there have been, and continue to be, difficulties in delivering positive equality outcomes.

This is no tick-box approach and it requires real evidence of activities and outcomes from operational policing and corporate performance. No duplication of work is required and care has been taken to avoid introducing unnecessary bureaucracy.

Of the three stages, meeting the Baseline stage is essential. The Integrating stage enables forces to focus on assessing the quality of one activity which is part of a much wider range of activities. The Excelling stage assesses whether a force is delivering a range and quality of outcomes that impact positively on communities.

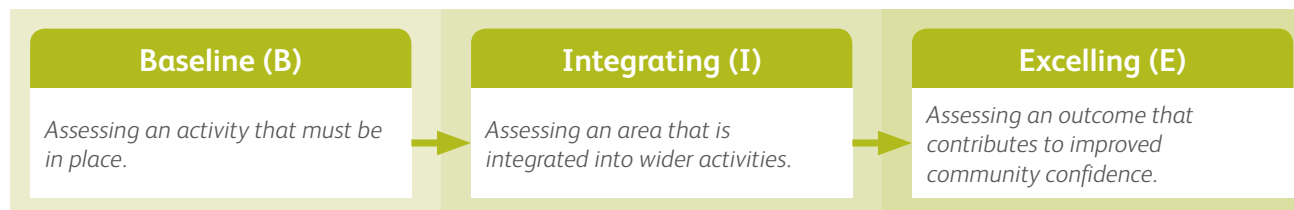
How will the Equality Standard be used?

The Standard will support self-assessment and self-improvement by helping forces to:

- assess current performance by focusing on activities and outcomes
- identify gaps in performance and drive improvement plans
- gain perspective by benchmarking progress with other forces
- share effective practice and learn from other forces' performance
- improve delivery of equality outcomes for communities

The framework will drive and sustain continuous improvement so, for example, it requires that any claim to have achieved Integrating must be accompanied by evidence that performance is still being sustained in the Baseline requirements as well.

The emphasis is on proactive gathering of real evidence to drive improvement during the year, rather than the often retrospective approach to gathering evidence used in the past.



The framework is designed to incorporate equality activity across all business areas so forces will be collecting evidence from a much wider range of sources, with the focus being on real evidence. This can include, but is not limited to;

- aspects of the Local Policing Plan
- reports from partnership activity
- minutes of community meetings
- evaluation of operational deployments/ investigations
- published materials

What support will be available for users?

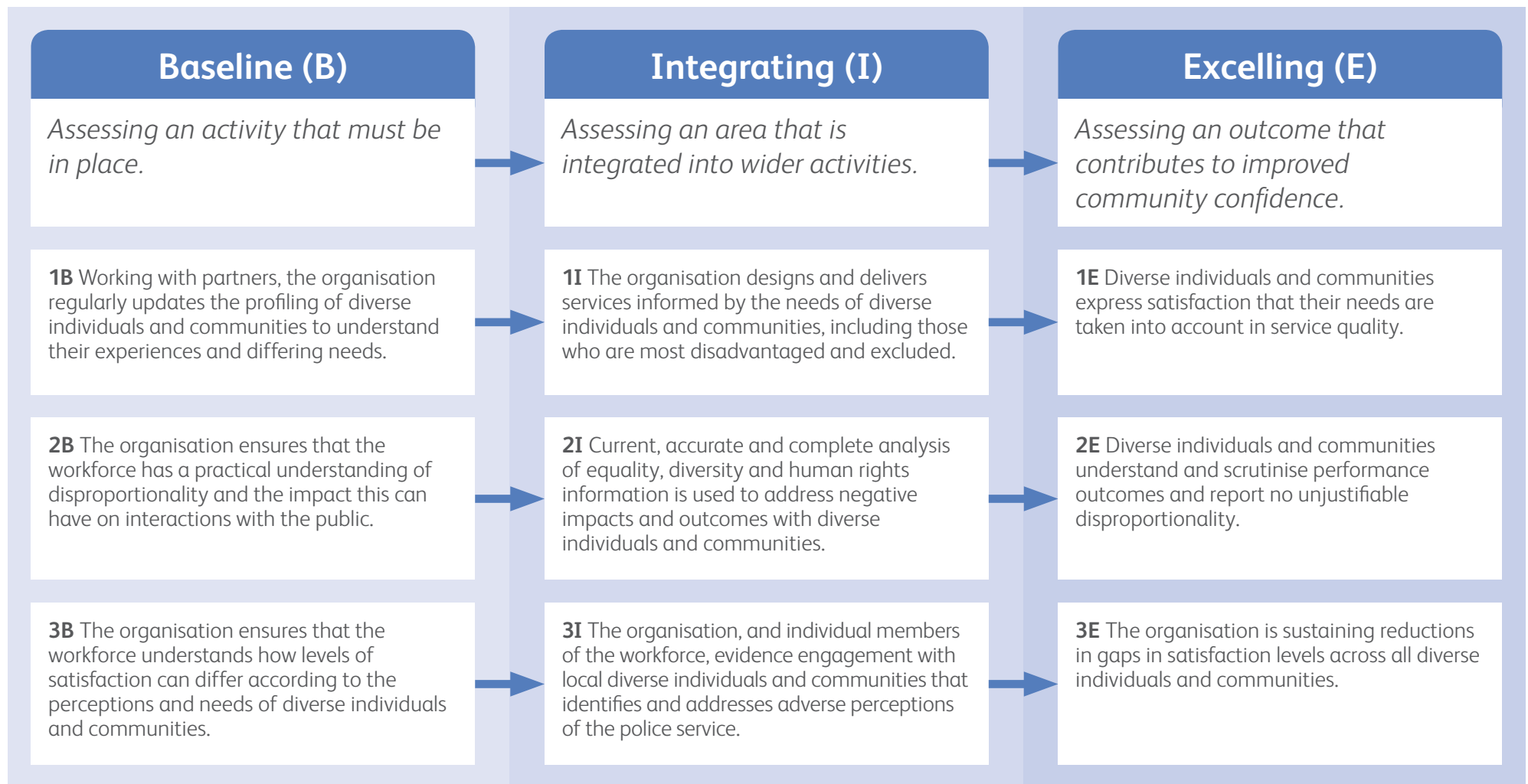
Support for forces will be provided in several ways. Practical advice has been developed and guidance for police forces and police authorities is available online.

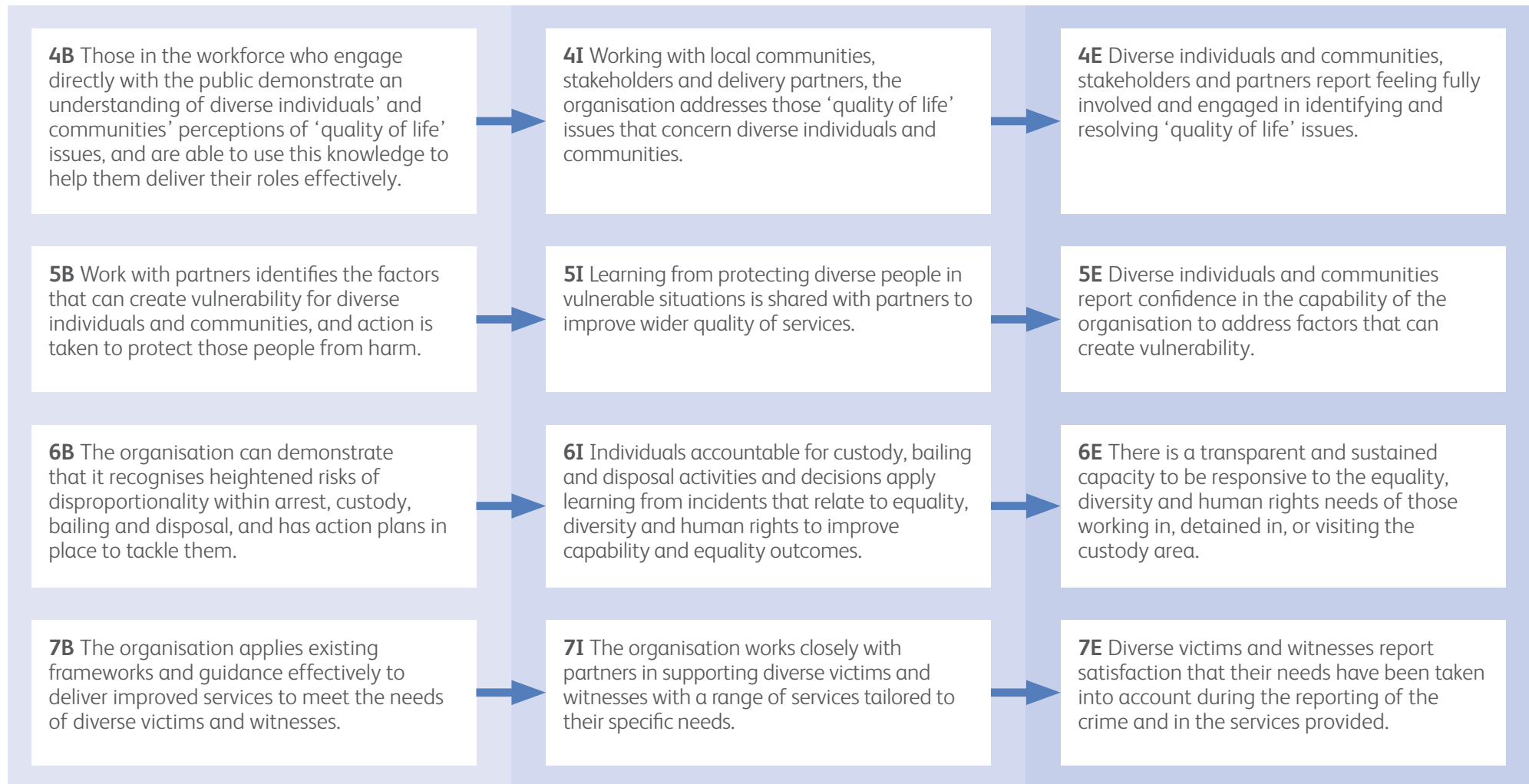
After initial implementation support, the National Policing Improvement Agency will provide general capability support and specialist equality, diversity and human rights advice as required.

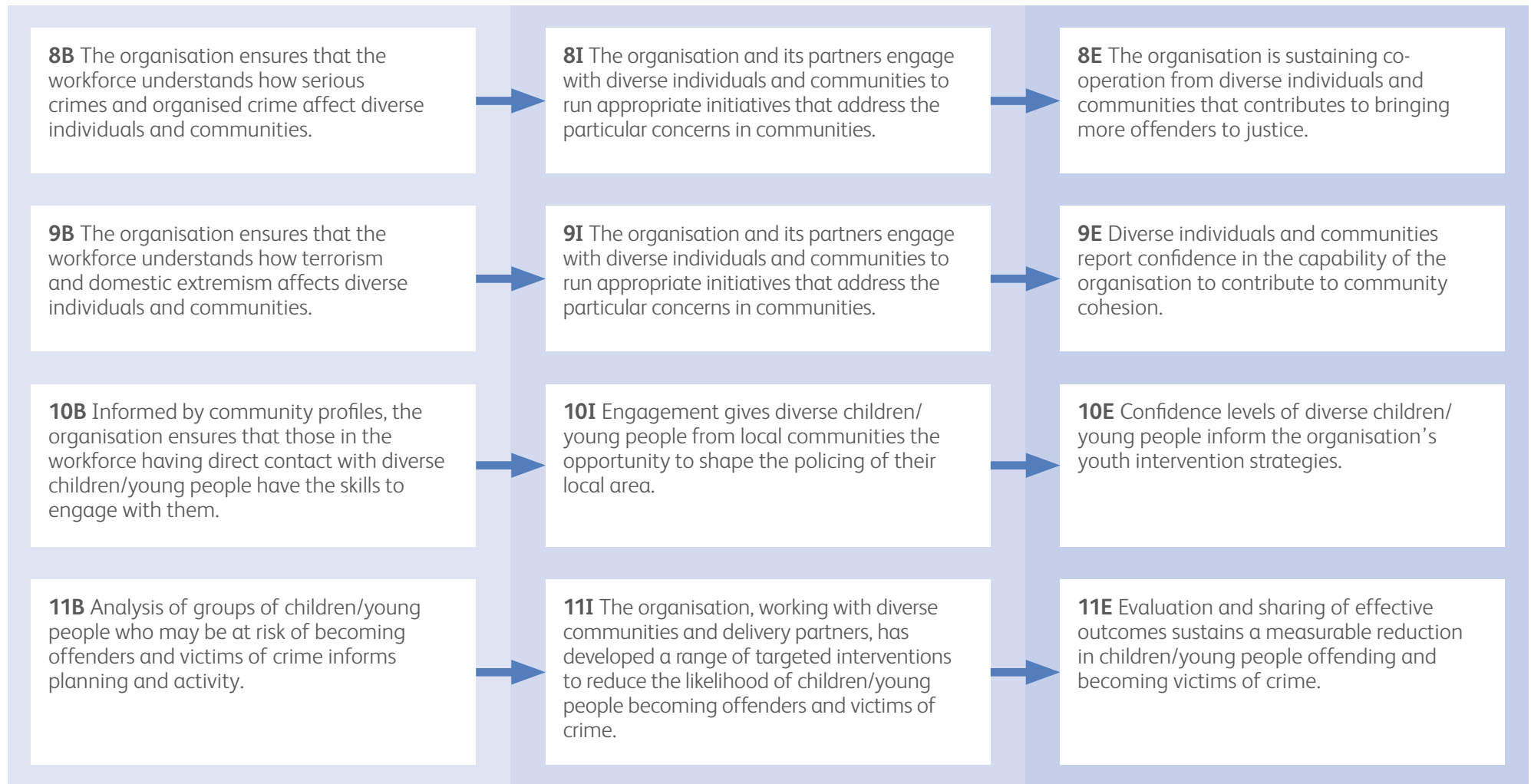


Operational Delivery

Meeting the needs of diverse individuals and communities

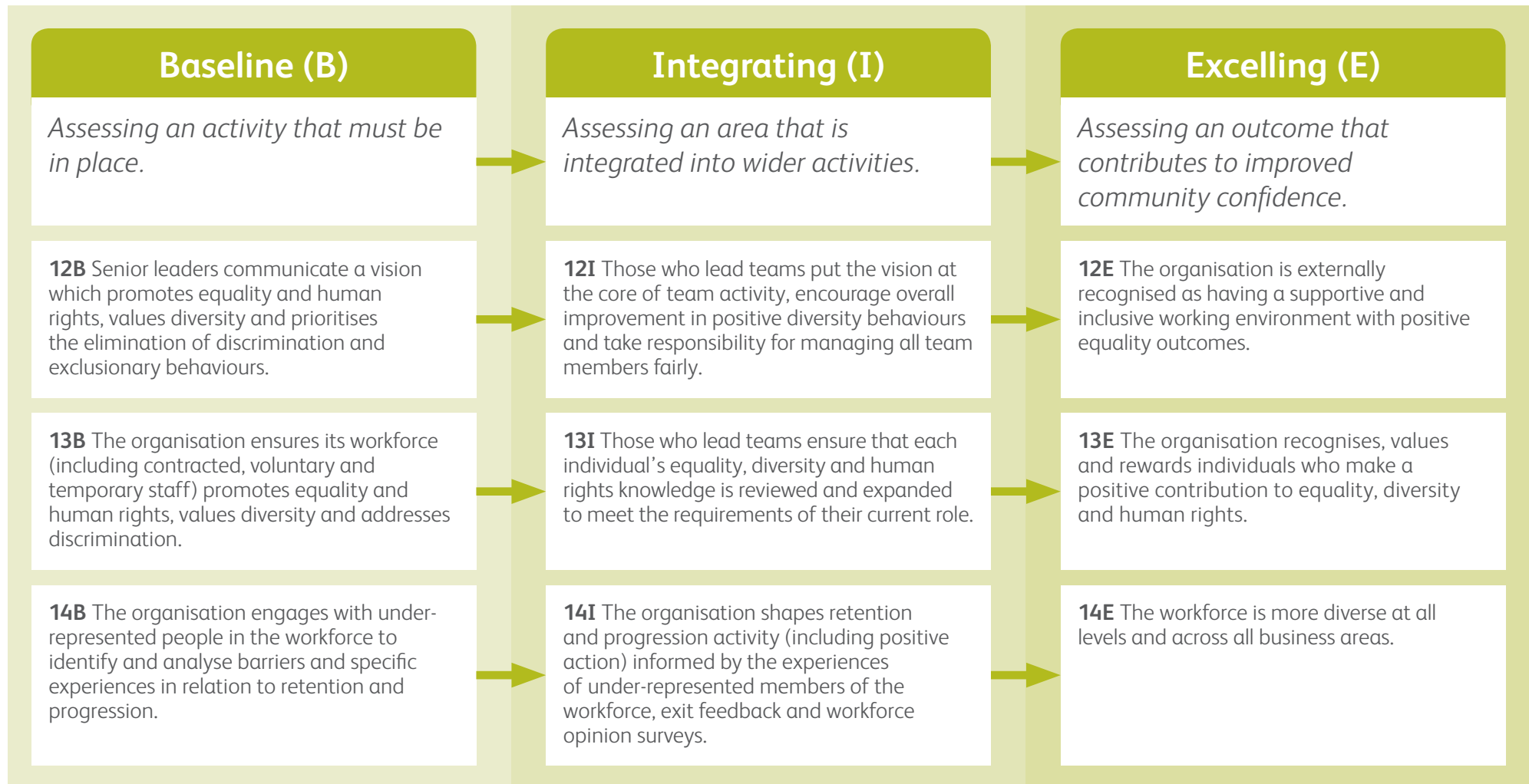






People and Culture

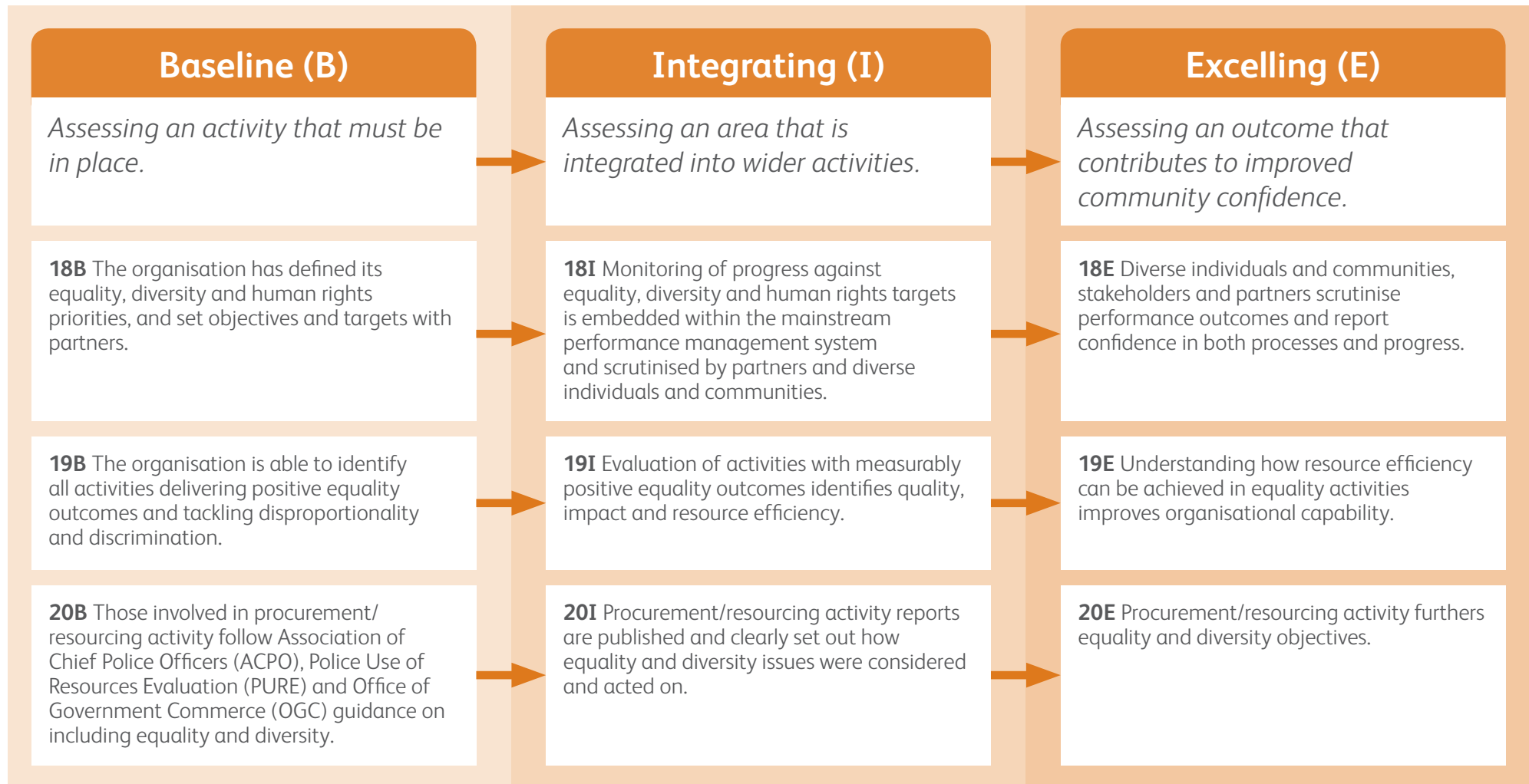
Building an inclusive and supportive working environment





Organisational Processes

Integrating equality across business areas





**INVESTORS
IN PEOPLE**

National Policing Improvement Agency
Equality, Diversity and Human Rights Unit
10-18 Victoria Street, London SW1H 0NN

Tel 0207 147 8200

Fax 0207 147 8376

www.npia.police.uk

