



NPIA
National Policing
Improvement Agency

The Equality Standard for the Police Service

Highlights across the Field Tests

Familiarisation activity supports local understanding that the Standard is about 'business as usual' and ownership is within all business areas

The trial forces ran a number of initiatives such as workshops, discussion forums and action learning sets which familiarised people with the units and how they linked to day-to-day business. This helped to build an understanding of how the Standard is about existing tasks rather than setting new work. This approach to familiarisation assisted different parts of the service in taking responsibility for providing evidence by seeing the connections to their areas of work. Opportunity costs differed across the trial forces.

Members of the workforce are pleased to have their equality activity recognised

Several trial forces found that much of the activity to deliver positive equality outcomes was not being captured within the management structure. In particular, North Wales noted the positive impact on the workforce of having their work

recognised and put forward as evidence (see separate North Wales case study).

Governance arrangements are key to embedding the Standard

Several trial forces found that using established governance within their force, such as a local Equality and Confidence Board, provided good support particularly those with ACPO support. Taking advantage of any restructuring of governance arrangements helps the Standard become embedded into the arrangements with little fuss. Sussex slid the Standard in at the highest governance level within their new 'Serving Sussex' approach which ties it in with the Pledge and other strategic delivery (see separate Sussex case study).

Force restructuring provides an ideal opportunity for successful implementation

Sussex took the opportunity of their restructuring to integrate the Standard at the highest strategic level (see separate Sussex case study).

The vision and support of ACPO and leaders is crucial for implementation

Trial forces experienced that a key part of successful implementation of the Standard was having the right vision and support from both their ACPO Team and leaders. Community consultation also emphasised this point and for it to be seen by the public. In North Wales, support from ACPO leadership was key to coping with some resistance at local command level when the Standard was seen as new work (see separate North Wales case study).

The Single Point of Contact (SPOC) approach is very effective

Kent had used this approach to implement the 'Equality Standard for Local Government' successfully. It tested it again for the new policing Standard and found that it worked just as well in supporting familiarisation and monitoring. It also made it possible to divide up the units so that particular areas had the lead in providing most of the evidence for appropriate units. It does, however, take effort to keep supporting SPOCs to be effective (see separate Kent case study). A number of trial forces also used this approach and found it useful within their force structures.

Local government partners can be useful

One trial force identified advantages to working closely with local partners, many of whom have experience of the local government equality framework. Much evidence is likely to come from them so it will be helpful to include them in appropriate ways within implementation, evidence-gathering and verification.

Positioning of the Diversity Team impacts on the implementation activity required

The placement of Equality and Diversity functions within the force was found to impact on implementation activity. For example, teams inside Citizen Focus and Neighbourhood Policing found it relatively easy to market the community engagement aspects of the Standard (Operational

Delivery). Marketing the community policing aspects of the Standard is more resource intensive when Equality and Diversity is based internally, for example, within Human Resources.

Specialist areas can see the usefulness of the Standard

Many specialised operational delivery areas have historical problems in widening their staffing diversity and in delivering positive equality in relation to the specialist nature of their work. An example is one force's specialist Firearms Unit, which has now included the Standard within its business planning to help it to widen the diversity of its workforce and support its consideration of impacts on individuals and communities within service planning and delivery.

Good quality performance can be 'modelled'

There is potential in modelling excellence to help other areas of a force to move forward with the Standard. One trial force based its operational trial in a Command Unit with high performance. This meant that evidence-gathering and the quality of the evidence could be 'modelled' and this will be made available to support other areas during wider implementation.

Linking to performance review activity

Even where it has been decided to keep the Standard within the Equality and Diversity function, there is great benefit in including the Standard within the force's regular performance review process during the year. One trial force has positioned the Standard into the Deputy Chief Constable's 'Annual Health Check' for the organisation.

Our thanks to Police Service colleagues who ran field trials, for this useful learning

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