



NPIA
National Policing
Improvement Agency

The Equality Standard for the Police Service

Field Test Case Study – N Wales Police

The Head of Diversity for North Wales Police, positioned within the 'Chief Constable's Office', made a successful bid to have a full-time project manager.

He had identified the need for a dedicated resource and decided that the project manager should be from an operational background to give the project credibility - someone who could relate the Standard to operational officers at all levels. An experienced operational sergeant with no specific experience in Diversity matters was appointed for a year to manage both trial and implementation.

For the field trial, the force identified two very different divisions which then chose to adopt two very different approaches. This allowed useful comparison of the methods employed. The force used the very simple Access-based data capture system that NPIA provided to support field testing forces.

Having the database up and running early meant that the trial did the full cycle of collecting and inputting evidence, scrutinising that evidence, gap analysis and starting future planning.

Some positive learning from the field test -

- evidence is best when provided/written by those who own it and know it
- localised data collection provides better evidence
- collation should go up through the force hierarchy to spread the learning and improve the service provided
- a Single Point of Contact (SPOC) approach is essential - providing invaluable local

understanding of the needs of the Standard and enabling quality assurance plus support for individuals

- people were very proud of their evidence and the attention of the project manager provided recognition of their achievements

The trial identified key risks. The first was that the collection of data could become a 'tick the box' exercise for some people. The second was future loss of the IT capture system if nothing were put in place to keep it updated. There were also concerns at the risk of not getting sufficient buy-in from the Command Teams and this was where the strong ACPO support was crucial. There was a worry that some people might not understand the point of the Standard and not be able to see how it related to their tasks, bringing negativity and reluctance to it.

Officers on the ground and those within specific departments definitely wanted it and enjoyed the recognition of their activity but it was noted that Command Teams and local Diversity Units could be sceptical. The project manager found the overall positive support of the people on the ground was incredibly good - they were very proud of their work and achievements and pleased that it was now being captured.

The best way forward was found to be for people to get face to face discussions with someone who knew and understood the Standard, leveraging 'KUSAB' (knowledge and understanding leading to skills, attitudes and behaviour). The personal touch was found to be important in gaining buy-in, supporting understanding and leading through to the skills and behaviours required.

The Standard's framework and the guidance for the field trial were both provided in Welsh as well as English. The force did not report any specific issues relating to the Welsh language.

The project manager was initially sceptical of the Standard's push for recognition and rewarding of positive equality behaviours. After seeing how his interest in their equality activities had such a motivating impact on colleagues during the trial, he became a convert to the need for specific recognition.

Our thanks to Sergeant Gareth Crowe, Project Manager, for this information

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